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BRITISH COLUMBIA ARTS COUNCIL
Supported by the Province of British Columbia

Annual Report 2007 - 2008

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BC Arts Council

Annual Report 2007 - 2008

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Cover Photos (clockwise from top left):

Todd Talbot and Jennifer Lines in the Arts Club Theatre Company's production of *It's A Wonderful Life*. Photo by David Cooper.

Epix Studios. Photo courtesy of the Vancouver Symphony Orchestra. Photo by Jonathon Vaughn.

Gwa'wina dancer Johnathan Henderson, photo courtesy U'mista Cultural Society. Photo by Sharon Eva Grainger.

View of "*Contemporary Craft in BC: Excellence within Diversity*" at Vancouver Museum presented by Crafts Association of BC. Boxing dress "Ode to Marie Antoinette 1755-1793", by Angelika Werth, (hand felted silk and merino wool, silk velvet, constructed). Werth is this year's BC Creative Achievement Awards recipient and this dress is travelling across the province in the Creative Achievement Awards showcase. Photo by A. Munem Amin.

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Overview of the BC Arts Council

The British Columbia Arts Council is an agency established by the Provincial Government, under the Arts Council Act, to provide:

- Support for the arts and cultural community in British Columbia;
- An opportunity for people to participate in the arts; and
- An open, accountable and impartially administered process for managing provincial funds.

Mandate

The mandate for the British Columbia Arts Council can be summarized as follows: ***The British Columbia Arts Council supports the arts and cultural community by providing financial assistance, policy research, advocacy, and public education.***

Mission and Core Values

The mission of the Council is to engage all British Columbians in a healthy arts and cultural community that is recognized for excellence. In pursuing its mission, the BC Arts Council is guided by six core values, as follows:

- The value of a vibrant arts and cultural community in the creation of a healthy society.
- The value of artistic excellence in all art forms.
- The value of inclusiveness and the fullest possible reflection of the province's Aboriginal and cultural diversity.
- The value of encouraging artistic activity from established to emerging and from traditional to experimental.
- The value of administrative and adjudicative processes which are transparent and which adhere to the principles of accountability, independence, recognition of merit, and equality of opportunity.
- The value of defining clear goals, developed in consultation with the arts and cultural community, to guide long and short-term operations.

This Sand Mandala Painting was created by the Monks of the Drepung Loseling Monastery, India at the Art Gallery of the South Okanagan from July 21-29, 2007 in conjunction with the exhibits: The Illustrated Memories of Chogyal Rinpoche the 8th Druga, Tibet and Julie Oki ... Buddha Disturbed which ran from July 21 - September 16, 2007. Photo courtesy of the AGSO. Photo by Paul Crawford, Director/Curator

Shag exhibition reception at Artica. Melanie Perrault with her art work. Photo by David Williams.

Goals and Programs

The four goals that serve to describe the desired results for the British Columbia Arts Council as it strives to achieve its vision are:

- Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged.
- Arts and cultural organizations are thriving and sustainable.
- Opportunities to participate in arts and cultural activities are available throughout the Province.
- Administrative, evaluative and policy development processes are effective and efficient.

The British Columbia Arts Council is engaged in a continuing process to confirm that these goals remain relevant and to determine the appropriate balance in the allocation of resources.

The BC Arts Council is charged with supporting arts and culture throughout the Province and carries out this responsibility through an array of related programs. The programs offered through the Council can be grouped as:

- Professional Arts and Cultural Development;
- Community Arts Development;
- Touring;
- Arts Awards for Individuals;
- Publishing; and
- Sustainability.

Message from the Chair

Photo by Talhilah

Since 2002 I have enjoyed the privilege of serving the province's artistic and cultural community as the Chair of the British Columbia Arts Council (the Council). During these years I have been continually engaged by the quality, richness and diversity of the work of our artists. Equally amazing to me is the dedication of the arts and cultural community: the volunteers, administrators and facility workers, who serve the people of British Columbia.

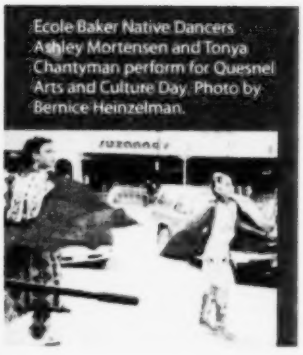
The 2007-2008 fiscal year was significant in many ways for the British Columbia Arts Council. In April 2007, the Council was established as a distinct branch of the Arts & Culture Division of the Ministry of Tourism, Sport and the Arts. This internal restructuring has enabled the staff of the Council to focus specifically on the delivery and development of Arts Council programs and services. Jeremy Long was confirmed as the Executive Director of the Council in May and Gillian Wood as the Associate Director in July, 2007.

Also of note were the appointments of four new members to the Council itself in October 2007. Neelamjit Dhillon of Coquitlam, William Usher of Golden, Jackson Davies of Tsawwassen and Marie Clements of Galiano Island, bring a broad range of experience as artists, producers, educators and arts champions in their respective communities. Their individual biographies can be reviewed on the Council's website.

In fiscal 2007/2008 the BC Arts Council persevered in its commitment to serving the needs of the arts and cultural communities, while providing access to the work of our artists to audiences throughout the province.

In fulfilling its mandate, the Council manages a variety of programs that provide support to different sectors of the arts and cultural community. Although no new resources were available for allocation in fiscal 2007/2008, the Council continued to review and refine its programs with an eye to improving service to the sector and clarifying its policies and practices.

Specifically, the Council, through its Strategic Priorities Committee, set about integrating the five strategic priorities developed over the preceding two years into the core values of the Council. Those priorities were: improving the sustainability of the province's arts and cultural organizations; increased accessibility to diverse artistic practices; encouragement of emerging artists; development of new art forms; and, expansion of opportunities for regional participation.



Ecole Baker Native Dancers Ashley Mortensen and Tonya Chantyman perform for Quesnel Arts and Culture Day. Photo by Bernice Heinzelman.

While these priorities have now been integrated into our core values, the Council has made it clear that they were not intended to compromise or replace our fundamental commitment to artistic excellence.

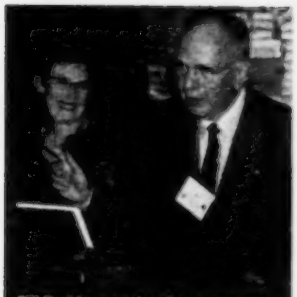
Over the past year, the Council also began the implementation of the recommendations resulting from the evaluation of its Theatre and Music programs. In its efforts to revitalize program support for the arts and cultural communities, the Council has contracted an independent assessment of its program addressing Media Arts and has begun a process of stakeholder consultation leading to a review of dance programs.

In fiscal 2007/08, the Council and its staff continued the process of demonstrating to government the value of public sector investment in arts and culture. The Strategic Priorities Committee, particularly Chair Graham Kelsey, worked diligently to develop a multi-year proposal to government for investment in the development of Council's services and programs. We believe that this effort, although unsuccessful in achieving the multi-year investment required, did play a role in the February 19, 2008 Budget Speech announcement of the creation of the BC150 Cultural Fund. The revenues generated by this $150 million permanent endowment will be disbursed "with the advice and for the purposes of the Council".

The Council members congratulate the government, Premier Gordon Campbell and Minister Stanley Hagen for their vision. The creation of this endowment demonstrates the government's recognition of the lasting value and public benefits of investment in the arts and cultural sector.

Over the past year, Council members, Michael Audain, Jane Danzo and I continued our work with the Vancouver Foundation in the delivery of the BC Arts Renaissance Fund programs. This $25 million fund established by the provincial government and administered by the Vancouver Foundation assists arts and cultural organizations to develop permanent endowments and improve organizational capacity. The program was launched in 2005/2006 and has to date allocated more than $20 million dollars to the permanent endowments of BC arts and cultural organizations. The program has leveraged equivalent private sector contributions, as well as matching federal contributions for performing arts organizations.

The Council congratulates both the provincial government for funding the program and the Vancouver Foundation for the successful manner in which this program is being delivered. The enthusiastic response from the arts and cultural community has confirmed the wisdom of establishing a program that encourages the long term sustainability of arts and cultural organizations through private philanthropy. In the



Bill Barkley speaks after receiving his Museums in Motion Award at the BC Museums Association's 50th anniversary conference in Richmond, October 2007; his wife Gail looks on.
Photo by Peter Harris

coming year, the Council will work with the Vancouver Foundation in its efforts to renew the program for the future.

In fiscal 2008/2009 British Columbia's arts and culture, together with the sport, heritage and tourism sectors, is poised for international recognition. Provincial government intentions to "double tourism revenues" by 2015 are predicated upon a complex set of indicators including: global demographic age and relative wealth; Canada's reputation as a relatively safe environment; the quality and availability of transportation, scenery, accommodation and food, as well as arts and cultural attractions. Anticipated increases in the cultural tourism segment of the industry are a primary part of the optimistic projections for growth.

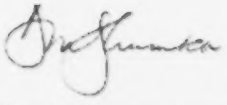
Stand Up for Change, a Spreading the Word event for schools at the 2007 Vancouver International Writers Festival. Left to right: Tim Harvey, Lyndsay Pomps, Severn Cullis-Suzuki and R. Simon Jackson. Photo by Chris Cameron.

Over the course of the next two years there will be numerous opportunities for our arts and cultural communities to participate in and thus contribute to the success of many events that will assist in achieving that provincial objective. Those events include: the BC 2008 Sesquicentennial celebrations, including the North American Indigenous Games; Cultural Olympiads in 2008, 2009 and 2010; and, in 2011, the 125th anniversary of the City of Vancouver. The Council and its programs can assist our arts and cultural organizations to be ready to host the world.

On behalf of the Council, I would like to thank the provincial government and specifically, the Honorable Stan Hagen and his staff for their support over the past year. I would also like to acknowledge my colleagues on the Council for their hard work and dedication. I must further acknowledge and thank the members of the arts and cultural community who serve on our juries and advisory committees. Funding decisions are never easy, but the Council could not function without the thoughtful and generous participation of jurors and advisory committee members. As well, I would like to acknowledge the fundamental contribution made by Council's knowledgeable and professional staff.

Finally, we must continually acknowledge and highlight the contribution of our artists to a creative, healthy, dynamic, inclusive and successful British Columbia. The Council is committed to supporting the creative community and to ensuring that the potential contributions of arts and culture to the people of British Columbia are fully realized.

Donald Shumka, Chair



British Columbia Arts Council

Accountability Statement

The 2007/2008 British Columbia Arts Council Annual Report was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the contents of the report, including the selection of performance measures and the reported results. All significant decisions, events and identified risks, up to March 31, 2008, have been considered in preparing the report. I am responsible for ensuring internal controls are in place to ensure performance information is measured accurately and in a timely fashion.

The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate direction, goals, objectives, strategies, measures or targets made since the 2008/2009 – 2010/2011 Service Plan was released and any significant limitations in the reliability of data are identified in the report.

Donald Shumka, Chair

British Columbia Arts Council

The Year in Review

In fiscal 2007/2008 the British Columbia Arts Council (the Council) continued to fulfill its mandate to support the development of the province's arts and cultural communities. The Council carries out this responsibility, in part, through the delivery of a range of programs intended to meet the needs of a large and diverse arts and cultural constituency. This constituency makes an outstanding contribution to the economic and social well being of British Columbia.

Delivery of Service Plan Commitments

In the past year, staff of the BC Arts Council managed seventeen hundred and ninety-nine requests for financial assistance. Awards totaling $13,792,533 were allocated to 1,003 organizations and individuals, serving 216 communities in British Columbia.

A total of 104 individuals participated in 76 days of peer adjudications and committee meetings of thirty BC Arts Council programs of support for arts and culture.

Alberni Valley Museum, Caitlin and Amber Hunter at Thompson mural. Photo by D. Niddrie.

The members of the BC Arts Council met four times in fiscal 2007/08. The Council convened twice in Vancouver and once in each of Victoria and Prince George. The Prince George gathering of Council included outreach visits by Council members to client organizations in the community. The arts and cultural communities of the central interior region, from as far south as Quesnel and Wells and as far north as Chetwynd then gathered at the Two Rivers Art Gallery on the evening of Friday March 7th 2008 to meet, share stories and exchange contact information with the members of Council.

During the past year, in addition to delivering program services, the Council conducted stakeholder consultations prior to implementing the recommendations of the assessments of program support for music and theatre received in fiscal 2007/08. The Council also began the process of assessment of program support for media arts and dance. Final reports and recommendations of those assessments are anticipated in fiscal 2008/09.

Responses to a Year of Challenge and Opportunity

In spring 2006 the Council noted that by the summer of 2008 fourteen of the fifteen Council members would have served the maximum of six years of service and would have to be replaced. Consequently, the Council began a process of renewal as members voluntarily retired from the Council prior to completing the maximum six years. Over the past two years nine new members have been appointed to the Council. In the summer of 2008 an additional five new members will be appointed. While this degree of change can be stimulating, it is not without challenges, particularly with regard to the transfer of corporate knowledge and experience.

Cross Pollinations: New Forms Festival 07. Location: OpenStudios. Photo by Mario Gavaetic

Coinciding with this renewal, the Council staff and its reporting relationship to government have been restructured. Formerly housed within the Cultural Services Branch of the Arts and Culture Division of the Ministry of Tourism, Sport and the Arts (MTSA), the Council formally became a distinct Branch of MTSA in April 2007. One notable outcome of this restructuring is that the financial summary included in the Annual Report will, for the first time, reflect the full cost of administration of the Council. The restructuring also determined that the staff of Council was singularly focused on achieving Council's goals as stated in the Service Plan.

In 2007 the BC Arts Council was challenged to respond to the MTSA initiative that began in 2006 with the Arts and Culture Summit. The initiative continued through fiscal 2006/07 with the commissioning of several research projects including a "Socio-Economic Impact of Arts & Cultural Organizations in BC", that utilized data of Arts Council grant recipients. Based on the research, MTSA identified several goals and action plans intended to stimulate a thriving and dynamic arts and cultural sector. The Ministry challenged the Council to respond to this initiative by identifying action plans to address goals that the Council identified as being within its mandate.

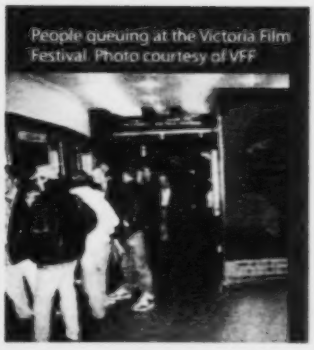
The Strategic Priorities Committee of the Council, chaired by Council member Graham Kelsey, began the response process with a review of Council's vision, mission, fundamental beliefs, goals and the strategic priorities identified a year earlier. It soon became apparent that the time had come for Council to simplify this structure. Consequently, the Council's new Service Plan identifies its mandate, mission, core values and goals. The existing strategic priorities have been incorporated into our core values.

In developing its response to the MTSA initiative, the Strategic Priorities Committee identified a number of the Ministry's goals and action plans which they believed were appropriate areas of action and investment for the Council. In summary the Council identified its primary function as that of "investing in the artist" both individually and through non-profit organizations. The work of the Strategic Priorities Committee in this regard formed the basis of Council's Service Plan for the 2008/09 – 2010/11 fiscal periods. The Service Plan is available on the Council's website at www.bcartscouncil.ca

The Council also undertook to review its administrative practices and processes during the last quarter of the fiscal year. First, the Council underwent an Activity Based Management Review. This process, independently conducted by the Activity Based Management Branch of the Office of the Comptroller General, essentially assesses the work process and outcomes of the unit in an effort to inform strategic management decisions with regard to improving processes and resource allocations. The resulting report is expected in the spring of 2008.

Secondly, in February of 2008 the Council underwent a compliance audit conducted by the Office of the Auditor General of the province. This process assures that the processes and practices used by Council in the delivery of its funding programs comply with the legal requirements required by government in the allocation of public funding. The resulting report is also expected in mid-2008.

Over the past year government challenged all its work units, including the Council, to contribute to the Province's goal to reduce carbon emissions and begin to address issues of climate change. Council staff began the process of developing initiatives to address the challenge. Research was conducted into existing best practices in the production and presentation of environmentally friendly arts festivals and events. The resulting guide was then posted to our website and each festival funded by the Council this past year was informed of the existence and location of the guide. Additional initiatives such



People queuing at the Victoria Film Festival. Photo courtesy of VFF

as research into the availability of environmentally safe materials for visual and media artists are underway and will be available to grant recipients in the coming year. Council staff, together with all provincial employees, will track and hopefully over time reduce the level of CO^2 emissions that are generated through travel for work purposes.

Addressing a Dynamic and Competitive Environment

MTSA's development of an arts and cultural strategy for the province is just beginning. Research and planning is underway to develop growth strategies for the creative industries and cultural tourism.

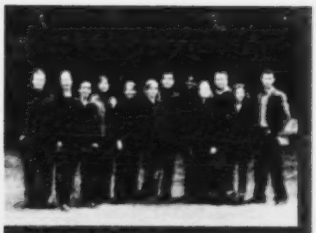
"The Taming of the Shrew" (2007) at Bard on the Beach Shakespeare Festival.
Photo: David Blue

This effort is indicative of the provincial government's enhanced engagement with the creative sector. There is increasing recognition of the evolution of regional economies from resource based to knowledge based or creative economies. Government at all levels is increasingly aware that to attract and retain a creative workforce, a community must provide a level of arts and cultural services which satisfy the appetites and needs of that creative workforce. There is also a growing awareness of the broader social benefits that accrue to a community through investment in arts and culture.

The context in which BC's arts and cultural communities operate is dynamic and increasingly complex. The rates of immigration into the province combined with falling indigenous birth rates and an aging core population are creating a cultural demographic of unprecedented diversity. The province's Aboriginal populations are reviving their traditional arts and cultural practice and at the same time exploring contemporary practices from that traditional perspective. This complex population is demanding that the public sector provide a broader range of services in many areas, including arts and culture.

The continuous evolution of technology is fundamentally changing not only methods of distribution and consumption of arts and culture but also the nature of art practice. A new generation of artists, seemingly energized by available technologies and increasingly entrepreneurial, is working in both the not-for-profit arts and cultural sectors, as well as in the creative industries. The divisions between the sectors are disappearing, particularly in music and media arts.

In an effort to first understand and then begin to address some of these issues, the BC Arts Council partnered with the Canada Council of the Arts and the City of Vancouver to host one of nine national Next Generation Youth Dialogues. In April 2007 twenty-eight practicing artists, recent graduates of arts training programs and young arts administrators between the ages of 18 and 30 gathered at the Roundhouse Theatre in Vancouver to discuss their work, challenges and vision for the future. The report of the conversation is available at the Canada Council of the Arts website www.canadacouncil.ca



Musica Intima.
Ensemble members from left to right: Matthew MacTavish, Caitlin MacRae, Michael Mori, Joanna Dundas, Katherine Goheen, Marianne de Kleer, Peter Alexander, Shane Raman, Melanie Adams, Carman J. Price, Siri Olesen, Lane Price.
Photo by Mark Mushet.

Witnessing Limitations in the Capacity of the Sector to Achieve Objectives

British Columbia's arts and cultural organizations continue to struggle to realize their potential, both creatively and in terms of public recognition. In the major urban centers, companies large and small are hampered by limitations in venture capital, accessible venues and marketing budgets in a costly environment. The high cost of housing and studio space requires that individual artists focus on earning a living leaving less time or resources for research, experimentation or risk taking.

Regional companies are also limited by inadequate or non-existent venues. Arts organizations at all levels are challenged to attract and retain the administrative, technical and artistic talent they require due to the low levels of remuneration and lack of benefit packages in a very competitive job market. The loss of talent to other jurisdictions and career paths is being noted in Council's discussions with the arts community.

Small and mid-size arts organizations are primary incubators for the creation of new work in our current arts and cultural environment. They also play a vital role in the development and employment of artists, administrators and production staff. These companies are emerging in a rapidly changing environment, with relatively fewer resources than their 1980s and 1990s predecessors, nevertheless, they are the animators of new and alternative public performance spaces, and their energy brings renewal and excitement to communities.

Leveraging of Opportunities for Development

In March 2008 the BC Arts Council provided support to pilot a new initiative of the BC Centre for Sustainability which delivers the Arts–Partners in Organizational Development program. The New Arts Leadership Project will invest in the development of a group of new leaders of small and mid-size organizations and in the development of the organizational structures within which they are working.

The Arts Partners in Creative Development commissioning program is providing significant venture capital to create imaginative, new works of scale but only for a select few arts organizations. These new commissions will be produced over the next three years and will require extraordinary support from the Council to be realized.

The Arts Now program of 2010 Legacies Now is also stimulating new activity around the province. However, further development of those new initiatives, new organizations, research and experimentation will be dependent upon increased public sector investment in the future.

In early 2008 the Banff Centre and the BC Arts Council announced a new joint production residency program offering BC based professional artists the opportunity to create and develop new work in dance, music, opera, theatre or an interdisciplinary practice.

The establishment of the BC150 Cultural Fund announced in February 2008 is a permanent endowment of $150 million. The distributed earned revenues of the Fund will provide the arts and cultural sector with a significant boost to capacity at a time when it is most needed.

The Cultural Olympiad celebrations to be held in 2009 and 2010, the BC Scene in Ottawa in May 2009, as well as the City of Vancouver's 125th birthday in 2011, all provide opportunities to showcase our artists and culture to a global audience. To be successful, the Council must make sure that these events highlight and celebrate the work of BC's artists. The enhanced funding provided to the arts and cultural sector through the BC150 Cultural Fund will enable the arts and cultural community to take advantage of these opportunities in the coming years.

Maya O'Connell and David Beazely in Solo Collective's premiere of *Pink Sugar* by Natalie Meisner. Directed by Katrina Dunn. Photo by Tim Matheson.

Appreciating the Creative Record of our Province

British Columbia has a remarkable creative history. Over a comparatively short period of time, our artists and our arts and cultural organizations have established an enviable creative record. It is possible to envision that British Columbia's diversity – in all its forms – may present a powerful opportunity to create a form of expression that reflects the influences that have created our province and that will result in a unique and distinct provincial culture.

While the programs of the Council contribute to achieving distinctions, it is the artists and arts and cultural organizations of British Columbia that will produce the unique provincial culture. In other words, it is the artists' commitment, talent and dedication that creates the art of our province and that builds and sustains the cultural institutions that benefit us all.

A Downtown Eastside Romeo and Juliet, Vancouver Moving Theatre (2008). Kuei Ming Lin and Yvon Chartrand. Photo by Ken Tabata.

Carousel Theatre's Production of *Seussical: The Musical*, December 2007, The Waterfront Theatre. Featuring the Company. Photo by Milan Radovanovic.

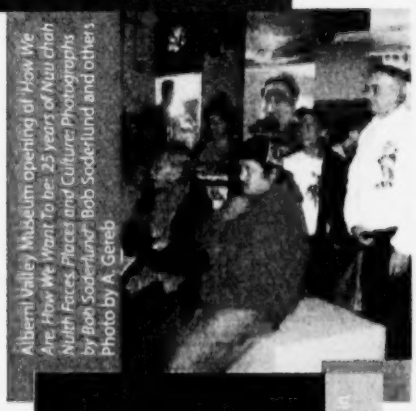
Report on Performance

Whereas the goals for the BC Arts Council serve to describe the desired results to be achieved in the longer term, it is through the objectives, targets, strategies and performance measures that the means for demonstrating progress and success are defined. It should be noted that these objectives and strategies are not static, with changes having been made in an ongoing effort to improve and refine them. Changes from the 2006/07 Annual Report based on the revised 2008/09 – 2010/11 BC Arts Council Service Plan have been noted in footnotes in the text, and further explained in Appendix D.

A Risk and Review assessment was undertaken on the Grant Tracking Management Systen (GTMS) database to ensure its integrity and security. Pricewaterhouse Coopers conducted a Pre-Implementation Risk and Controls Review Report in November 2007 and a follow-up review was completed in February 2008.

Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged



Alberni Valley Museum opening of *How We Are: How We Want To be: 25 years of Nuu chah Nulth Faces, Places and Culture: Photographs by Bob Soderlund*. Bob Soderlund and others. Photo by A. Gereb

Dance Alberni presents South Asian Arts in Motion. Photo: Harry Heyerdahl

Jay Dodgie and Gemma Isaac in Boca del Lupo's production of *Quastinoqo* underneath the Burrard Street Bridge, August 2007. Photo: Tim Matheson.

Objectives

1] An adjudication process that is representative of the range of practice and supports artistic excellence.

2] Artists and practitioners throughout the province have the resources to train, develop and experiment no matter where they reside.

3] Enhanced recognition of BC arts and culture provincially, nationally and internationally.

4] A range of artistic practice and diversity of cultural traditions are evident.

5] Emerging artists are recognized and encouraged.

Strategies

- Engage advisors and stakeholders in refining adjudication criteria to define artistic excellence.
- Continue development of decision tools to support assessments.
- Consult on, and implement recommendations from, program reviews.
- Monitor sectoral responses to Council's strategic priorities.
- Expand arts award programs and professional development to include all disciplines[1].
- Implement self-identification of training and cultural practices of jurors and advisors.
- Engage Council staff in outreach activities including mixer events.
- Implement an innovations program[1].

Measures

1] Juror representation by discipline and region[2].

2] Summary of the professional development opportunities and the range of artistic practices supported.

3] Average value of awards by category.

4] Number of applications from emerging artists.

Targets

- Members of juries and advisory committees are composed of a variety of individuals that are representative of the diversity of arts and cultural communities across British Columbia with discipline specific expertise.
- Maintain support for professional development opportunities and representation across the eight artistic disciplines.

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1 The successful adoption and implementation of this strategy is dependent on new resources being made available to the BC Arts Council.

2 This measure is a combination of two indicators previously referenced in the fiscal 2007/08-2009/10 service plan, namely "level of representation of artistic disciplines compared to the distribution of disciplines within Council applicants" and "level of engagement of professional expertise by region".

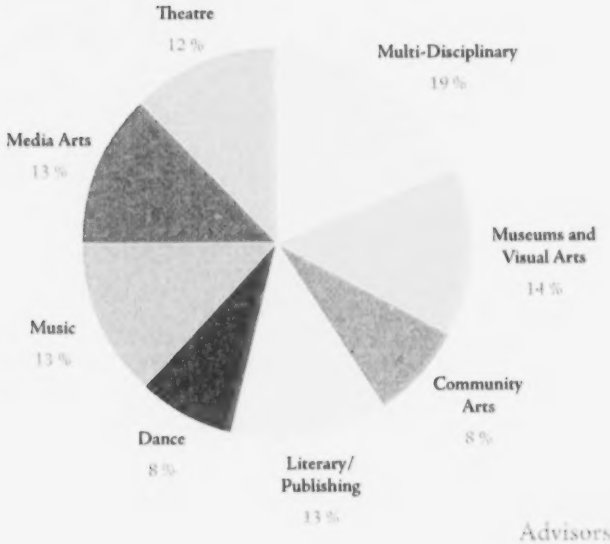
Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged

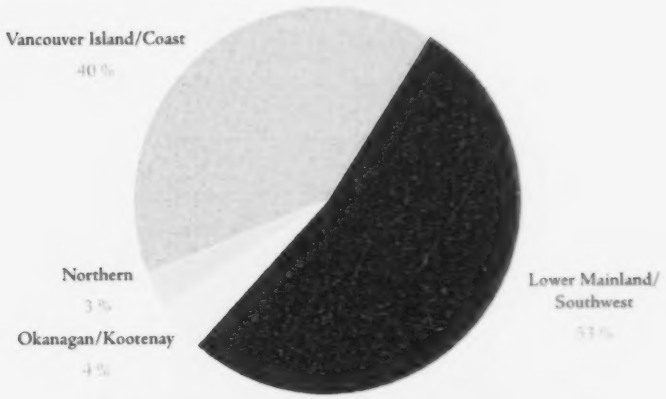
Measure One

Juror representation by discipline and region[3, 4]

Advisors and Jurors by Discipline



Advisors and Jurors by Region[5]



Data Source: Excel spreadsheet and external sources

3. *For this measure, the term juror refers to both advisors and jurors who sit on advisory committees and/or juries.*

4. *This measure is a combination of two indicators previously referenced in the fiscal 2007/08-2009/10 service plan, namely "level of representation of artistic disciplines compared to the distribution of disciplines within Council applicants" and "level of engagement of professional expertise by region".*

5. *There were no advisors or jurors representing the Central region this year.*

Measure One *(continued)*

Importance of this measure

Having representative adjudicators from a variety of artistic disciplines is fundamental to the success of the BC Arts Council. The first priority of adjudication is to draw on the expertise of qualified individuals to ensure the integrity of the process. Council ensures the participation of individuals who are knowledgeable of a broad range of cultural traditions and art practices, and who can reflect the province's ethno-cultural diversity. This measure is also reflective of the openness and representation of the juror selection process, which is important in order to ensure that the awards process will be inclusive of a variety of artistic perspectives. This contributes, in turn, to the diversity and professionalism of input into the decision-making process of the Council.

Performance highlights and expectations

A total of 104 professional experts were engaged in the adjudication process across eight artistic categories in fiscal 2007/2008, with the percentage distribution ranging between eight (8) and nineteen (19) percent. In light of this, the Council has shown positive progress towards meeting the expectation that members of juries and advisory committees are representative of the diversity of arts and cultural communities across British Columbia with discipline specific expertise. On a geographic basis, this distribution continues to be weighted heavily toward the urban and population centric parts of the province. This reflects the reality that a majority of BC artists reside in the Lower Mainland/Southwest and Vancouver Island/Coast.

Key considerations

None to be reported for this measure.

Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged

Measure Two

Summary of the professional development opportunities and the range of artistic practices supported.

Professional Development

The Professional Development Assistance program provides support for professional artists and arts administrators with learning opportunities through short-term courses, projects and travel.

Media artists attending courses at the Banff Centre for the Arts and the Canadian Film Centre continue to receive assistance through this program. Artists in other disciplines including Dance, Music, Visual Arts, Literary and Theatre received assistance with studies in courses as varied as the "Arts and Aging"; a symposium on the Performer in a Multicultural Society; and several different dance intensives. Eleven artists received Project awards to assist with significant studies or training as assistant directorships, mentorships in Baroque Oboe, Indian Carnatic Music, and opera production management. The Travel component of the program is now achieving a degree of popularity and assisted thirty (30) artists to attend presentations of their work in diverse countries and venues.

The BC Arts Council also supports a variety of professional development programs through Operating Assistance. The following are just some examples of the programs supported in the past year.

- The Vancouver Playhouse Theatre's Young Playwrights Program is an intensive playwriting program where high school students participate in an intensive workshop with professional actors.
- Belfry's Incubator a program for young and emerging artists offering an opportunity to create and develop new work in a supportive professional environment.
- Pacific Opera Victoria's Resident Artist Program designed to offer extensive coaching, concert performance, new work development and a main stage role debut for artists at an advanced stage of their training.
- Vancouver Opera's The Young Artist Coaching Intensive provides professional coaching for young artists.
- EDAM's Summer Intensive is intended for experienced dancers wanting to expand their skills and knowledge through an intensive period of research, practice and performance.

The Council continued its support through the Scholarship program for students at advanced levels in institutions throughout the world. The reach of this program in terms of institutions varied between the California College of Arts and Crafts, Codarts

Measure Two *(continued)*

(the Netherlands), Eastman School of Music (New York), Guildhall School of Music and Drama (London), and Royal Winnipeg Ballet School among many others.

In addition to direct awards, professional development opportunities are offered at events supported by the Council such as the Assembly of BC Arts Councils and BC Museums Association Conferences, as well as during Pacific Contact.

Professional development is further supported by the Council through its contribution to the Aboriginal Arts Development Awards. These awards provide assistance for artistic projects which are initiated and directed by Aboriginal artists, Aboriginal arts and culture organizations or established, unincorporated collectives that are not otherwise eligible for existing BC Arts Council programs. Among the intentions of the program, the Aboriginal Arts Development Awards are meant to assist Aboriginal artists and Aboriginal organizations with the advancement of their work and artistic skills through advanced mentorships and training.

Artistic Practices

Examples of BC Arts Council funded projects in fiscal 2007-2008 that reflect diverse cultural traditions, new technologies or new art forms include:

- The Richmond Youth Service Agency which received support through the Arts Based Comunity Development Program (ABCD) to assist with its *Pathways Aboriginal Storytelling Project: a collection of First Nations family stories from multiple generations in the Richmond area.*

- The work of David McIntosh involving the development and production of a site-specific theatrical work entitled "*...Lives Were Around Me*", based on the intersection of a specific city block in the Downtown Eastside of Vancouver with text from James Kelman's novel "Translated Accounts".

- The Alberni Valley Museum Association tour which circulated a temporary photographic of Nuu Chah Nulth photographs to Aboriginal communities in the Port Alberni region.

- The development of "*Where the Blood Mixes*", a play by Aboriginal playwright and Playhouse Theatre Company's former Artist-in-Residence Kevin Loring.

- The Ullus Collective which mounted the 2008 ReelRootz series of screenings and presentations by Aboriginal media artists in Okanagan communities.

Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged

Measure Two *(continued)*

- The Vancouver Moving Theatre's creation, rehearsal, and production of "*Downtown Eastside Romeo and Juliet*", featuring emerging Downtown Eastside Vancouver artists.
- The Urban Crawl Performance Society which was supported through the ABCD Program to develop "*Homekeepers*", a verbatim play based on the testimonies and experiences of Filipino domestic workers.
- The Kootenay Doukhobor Historical Society's 2008 temporary exhibition on the internal migration of Doukhobor settlers from Manitoba to BC.
- The Osoyoos Museum Society's touring exhibition and education program of the *Drawing on Identity: The Inkameep Day School & Art Collection.*
- The collaboration of Orchid Ensemble and Moving Dragon's Jessica Jone & Chengxin Wei to create "*Traspora*", a cultural exploration of the Chinese Canadian experience blending dance, music and multimedia.
- Dalannah Gail Bowen's presentation of "*The Returning Journey*" a one-woman play performed through word and song, at the Firehall Arts Centre.
- Theatre North West's production of "*The Rez Sisters*" by Aboriginal Canadian writer Tomson Highway.
- Vancouver Asian Film Festival Society's 2007 Mighty Asian Moviemaking Marathon.
- Shakti Dance which redeveloped "*Gods, Demons and Yogis*", an interdisciplinary work which that combined traditional Bharatanatyam dance and classical Indian Music with Chinese Martial Arts and storytelling.
- Vancouver Latin American Film Festival's Experience Latin America project, a four-day series of screenings in September 2007 at Simon Fraser University.
- U'mista Cultural Society's participation in a collaborative re-interpretation of Edward Curtis' 1914 film, In the "*Land of the War Canoes*", with contemporary Kwakwaka'wakw performers.
- Pangaea Arts Society's creation and production of "*The Life of Paper*", a new work in collaboration with origami artist Joseph Wu.
- CineVic: Society of Independent Filmmakers' presentation of "*Scene and Heard*", a collaboration between media artists and traditional oral storytellers from Puente

Measure Two *(continued)*

Theatre that took place during Multiculturalism Week in Victoria in February 2008.

• Society for Disability Arts and Culture's visual arts exhibition in Victoria and Vancouver by professional artists of disability from Vancouver Island and the Gulf Islands.

Data Source: Grant Tracking Management System (GTMS) database and applicant's submissions

Importance of this measure

The Council has identified the continued professional development of artists as a priority. The inclusion of diverse artistic practice is another priority of the Council which is addressed, in part, through the participation of individuals who are knowledgeable of a broad range of cultural traditions and art practises. This measure shows the support provided for learning and development by and amongst artists, as well as the range of artistic practises that the BC Arts Council supports.

Performance highlights and expectations

The range of arts in British Columbia becomes broader and more inclusive each year, and as shown by the information presented above, the BC Arts Council works to encourage that growth. The BC Arts Council has also maintained its support for professional development opportunities and representation across the various artistic disciplines.

Key considerations

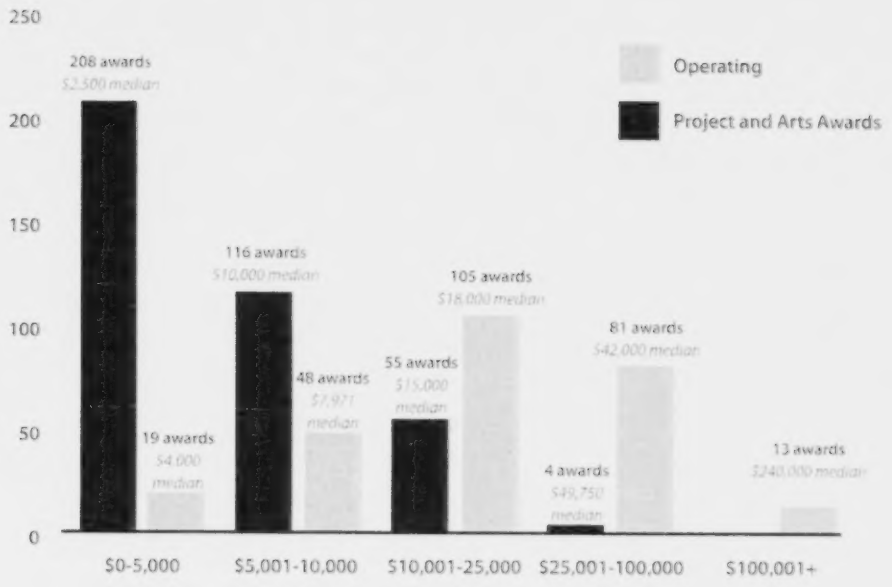
The information presented in support of this measure should not be considered as all inclusive, but rather as highlights that serve to profile the progress being made towards the related objectives of the Council.

Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged

Measure Three

Average value of awards by category.



Data Source: Grant Tracking Management System (GTMS) database

Importance of this measure

The BC Arts Council works to support the arts in British Columbia by ensuring that opportunities and resources exist for artists and creators to train, experiment and reach an audience. By providing the above awards, the Council helps make this possible.

Performance highlights and expectations

As this is a new measure for the Council, the information presented above will serve as a baseline to compare future years against. Within this one-year profile, the vast majority of project and arts awards have a value ranging up to $10,000. Operating awards, in turn, tend to have a value that falls between $10,000 and $25,000.

Key considerations

Given that the median represents a true middle point, above and below which 50% of the values fall, this measure has been interpreted to reflect the median rather than a statistical average. In order to provide financial assistance which meet the needs of artists and arts organizations, the Council plans to increase the median level of assistance over time.

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged

Goal 1

Measure Four

Number of applications from emerging artists.

Requested Scholarship Funding

	2005/2006	2006/2007	2007/2008
Arts Administration	1	2	3
Creative Writing	33	27	32
Dance	16	22	21
Media Arts	19	17	18
Museology	0	1	1
Music	76	85	63
Theatre	22	19	15
Visual Arts	93	103	98
Total	260	276	251

Please note these numbers include applications that withdrew or were disqualified as ineligible.

Data Source: Grant Tracking Management System (GTMS) database

Importance of this measure

The face of the arts in British Columbia is always changing. Having new artists, or artists that are new to a particular medium, allows for growth and change throughout the arts. This measure is important to the Council as one of its aims is to provide opportunities and resources to artists so that they can experiment, train and develop.

Performance highlights and expectations

The volume of applications to the Scholarship Program of the BC Arts Council, which has an explicit focus on emerging artists, has ranged over the past three fiscal years between 250 and 276, with an average over this period of time of just over 260 such requests for funding.

Key Considerations

The numbers quoted above include applications that withdrew or were disqualified as ineligible. Given these and other considerations, this measure should be considered as an interim indicator that may be replaced as the BC Arts Council continues to explore means for tracking application volumes from emerging artists across all relevant program areas.

Goal 2

Artists and cultural organizations are thriving and sustainable

Objectives

- Arts and cultural organizations are financially viable.
- The value of arts and culture in the province's social and economic development is recognized.
- Public policies and programs support artists and cultural organizations in British Columbia.
- New markets are opened and developed by artists and cultural organizations.

Strategies

- Provide for timely, reliable and sustainable funding for organizations.
- Review existing and pursue new multi-year funding models.
- Assist in the renewal of the Art Renaissance Fund and the Medici program.
- Support the implementation of a new Arts Partners in Organizational Development program through the Center for Sustainability.
- Work with government partners and policy leaders to promote an understanding of the linkages between participation in the arts and culture and a healthy and creative citizenry.
- Pilot and refine socio-economic impact tools.
- Strengthen processes for assessing and understanding the policy environment in BC for arts and culture.
- Conduct a review of touring programs.

Measures

- Financial health of arts and cultural organizations (change in net equity, or total assets and liabilities for sampled organizations).
- Estimated socioeconomic impact of BC Arts Council investments in selected events and festivals.
- Summary assessment provided by BC Arts Council adjudicators of:
  - The operational well-being of major sectors.
  - The current public policies and programs for arts and cultural organizations in British Columbia.[6]
- Rate of growth and geographic distribution in number of touring initiatives supported.[7]

Targets

- Change in net equity of major arts and cultural organizations over the previous year is positive.
- Positive assessments by Council adjudicators.
- Minimum 10% growth in the number of touring initiatives supported.

6 This measure will be refined in the near future through the establishment of a web-enabled survey process to more fully take advantage of the knowledge and expertise of adjudicators.

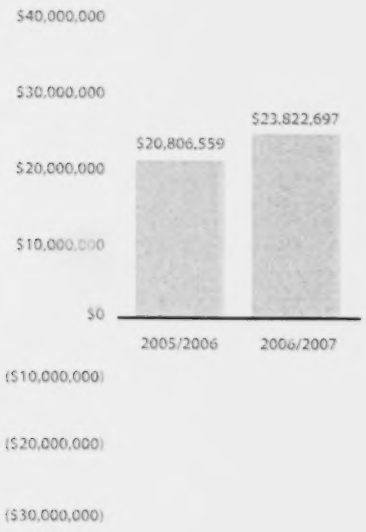
7 This measure also applies to the first goal, and the objective of, "Enhanced recognition of BC arts and culture provincially, nationally and internationally".

Goal 2

Artists and cultural organizations are thriving and sustainable

Measure Five

Financial health of arts and cultural organizations (change in net equity, or total assets and liabilities for sampled organizations).



Data Source: Financial Statements of sampled organizations

Measure Five *(continued)*

Importance of this measure

This measure recognizes the financial health of sampled arts and cultural organizations and reflects their position based on net equity, or total assets and liabilities. This measure is important to the Council given the aim to promote a sustainable and thriving arts and cultural sector for BC.

Performance highlights and expectations

This measure gives a sense of how successful arts and cultural organizations in BC have been in the past year, with 16 of the 25 organizations included in the sample having realized improvement in their net equity. The remaining nine (9) organizations incurred a loss in their net equity. Overall, the total assets and liabilities of the sampled organizations improved by 11.7%, a positive improvement over last year and one that meets the target set for this measure.

Key considerations

The data in support of this performance measure was drawn from the previous year's audited financial statements of a sample of 25 major organizations from across the province. The organizations included in the list may vary from year to year, as the intent of the measure is to monitor the financial health of the sector, not of any particular organization(s). The data reflects the actual results of the last fiscal year. As a result, the information and analysis presented for this measure is from the two years prior to the 2007/08 fiscal year.

Goal 2

Artists and cultural organizations are thriving and sustainable

Measure Six

Estimated socioeconomic impact of BC Arts Council investments in selected events and festivals.

This measure provides an indicator for an understanding of the vital contributions of the arts and cultural sector to the British Columbia economy, and thus the role of the Council in supporting the Great Government goal to create more jobs per capita than anywhere else in Canada.

At this point in time, however, there is no data available for this measure as the Council is looking to the results of a pilot tool that has been used with BC heritage sites, which are in the final stages of analysis and reporting. Once available, this experience will inform the creation of survey instruments required to produce data for the above measure.

Goal 2

Measure Seven

Summary assessment provided by BC Arts Council adjudicators of:

a) The operational well-being of major sectors.
b) The current public policies and programs for arts and cultural organizations in British Columbia.[8]

In addition to the review of applications submitted to the Council, advisory committees and juries are asked to discuss issues concerning the discipline under review. The following is a synthesis of these discussions that have general application to the sectors served by the Council:

- Committees unanimously endorsed the principle of rewarding artistic excellence through a competitive process. Members noted the importance of encouraging applicants to present submissions which includes a high degree self-reflection and strategic thinking. The need for a clear definition of artistic excellence was discussed in several committee meetings.

  In terms of encouraging self-reflection, members emphasized the importance of building trust and confidence with applicants to ensure that they are at ease in discussing the challenges faced in the areas of artistic growth, community engagement and operating capacity.

- As in previous years, all committees were excited by projects and programs which reflected the province's Aboriginal, ethnic and regional diversity. Advisors were encouraged by many initiatives which supported collaborations and partnerships throughout the province, especially with reference to the recent increase in a range of activity in rural areas. Members noted the growth in the number of artists and organizations engaging with Aboriginal and ethnically diverse artists and organizations. Much of the discussion revolved however, around the need to develop partnerships outside of existing networks.

  Committee members discussed the difficulty of balancing a desire to encourage new artistic practice by emerging organizations and the need to support the established infrastructure built over the last thirty years, especially given inadequate resources. Advisory committees discussed the specific needs of senior artists and their particular role in the development of the arts community. The committees noted the importance of supporting projects which include mentorship opportunities as well as the documentation of the legacy of BC's revered artists.

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8 This measure will be refined in the near future through the establishment of a web-enabled survey process to more fully take advantage of the knowledge and expertise of adjudicators.

Goal 2

Artist and cultural organizations are thriving and sustainable

Measure Seven *(continued)*

According to some, much of the new creative activity throughout BC involves a blend of different artistic practices and is driven by entrepreneurial spirit. Many newer organizations operate with flexible administrative structures which are nimble and responsive. In an increasingly complex environment, advisors recognize a need to value these alternative, collaborative and inventive approaches to management, which are designed to realize creative projects and to sustain cultural development.

Committee members highlighted the increased number of smaller organizations engaged in national and international exchanges. In particular, more artists are working with colleagues based across Canada and internationally on the creation, development and production of new work. The increasing engagement with the global arts community was seen as a progressive step for artists based in BC.

Members also discussed succession planning in the field and the separate, but related need to train and retain the required artistic, administrative and technical talent. In particular, some committees noted that within the arts community, there are a number of "venerable institutions", under the leadership of longstanding management. Advisors noted the importance of renewal in organizations within rapidly changing fields of contemporary art. Members recommended arts organizations ought to undertake clear self-reflection about succession and renewal.

Committees discussed an increasing awareness of the importance of strengthening relationships throughout the sector. Discussions focused on the possible benefits accruing from the sharing of resources between mature organizations with infrastructure and newer artist-driven entities. In addition, some artists and administrators are developing stronger connections with the private sector. The arts and cultural community's resourcefulness was noted by all advisory committees as another key to future sustainability.

Members also noted that the federal, provincial and municipal governments are discussing the potential of the creative, knowledge based economy. As a result the broader public policy environment has changed and many Council clients are working in partnership with leaders in cultural tourism as well as other players in the creative industries.

In terms of comments regarding changes in the policy, advisors endorse the reaffirmation of the principle of investing in artists, which guided Council's response to the MTSA strategic planning process. Advisors expressed the hope that this principle will shape Council's future policy and program development.

Many committees discussed the City of Vancouver and Canada Council for the Arts' strategic planning and the engagement of community members in the consultation process. Of note is the heightened expectation in the community that the planning processes will result in new initiatives in the development of the arts and cultural communities.

Measure Seven *(continued)*

The other major issue raised in Committee meetings is the proliferation of project based funding programs and the increasing strain on applicants. Members underscore the need for funders to understand the implications of launching new project programs in an environment of static core operating assistance.

Data Source: Advisory Committee Meeting Minutes

Importance of this measure

This measure serves to highlight a critical aspect of the adjudication process that assists the Council in identifying emerging issues with the arts and cultural community. It presents an informed subjective assessment of the health and sustainability of the BC arts and cultural sector based on the expertise of those involved in the adjudication process.

Performance highlights and expectations

A number of strengths and positive attributes of arts and cultural sectors have been witnessed over the past year, including investment in projects and programs that reflect the Aboriginal, ethnic and regional diversity of the province along with initiatives that are based on collaboration. Combined with this has been a greater presence in rural areas and a growing number of smaller organizations engaged with the global arts community. There remain challenges to be addressed, including being able to define artistic excellence to better enable its being rewarded, and balancing this with the need to support senior artists and organizations along with alternative and inventive approaches to management. In the arena of public policy, all levels of government are seen as engaging in discussions on the potential of the creative, knowledge-based economy. The provincial government's reaffirmation of the principle of investing in artists is another watermark in public policy that will shape the BC Arts Council's future policy and program development.

Key considerations

The information in support of this measure is obtained from the minutes of adjudication meetings, with the summary analysis being carried out by Council staff. In the future, the use of a web-enabled survey instrument will be considered which may provide the added benefit of quantifying the significance of shifts witnessed in the well-being of major sectors.

Goal 2

Artistic and cultural organizations are thriving and sustainable

Measure Eight

Rate of growth and geographic distribution in number of touring initiatives supported.[9]

Fiscal Year	Number of Artists or Arts Organizations Supported	Total Value ($) of Support
2007/08	14	$108,500

Number of artists or arts organizations that toured to each continent

Canada	5
United States	1
Europe	5
Asia	4
Australia	1

Data Source: Grant Tracking Management System (GTMS) database

Tours supported:

- Battery opera: Touring *"The Whole Beast"* to France including the World Premiere March, 2008 at the Festival Les Antipodes, Brest.
- Sharon Feder's European Tour of a one-person multi-disciplinary piece *"Nostalgia Trip Tic"* in Germany, Denmark, France, Switzerland, Israel and Poland between March and June, 2008.
- Over the Influence's touring workshop/performance entitled *"Rhythm Management Tour"* to Calgary, Edmonton, Montreal and Toronto.
- Gordon Grdina Trio's two tours in fall 2007, the first to Europe, including stops in Antwerp, Amsterdam, Berlin, Dresden, Bern, and Slovenia, followed by the group's tours to three venues in Alberta in November 2007.
- Red Chamber Orchestra's tour to the Netherlands in February 2008. During the course of the concert tour, the ensemble also offered lecture-demonstrations at Rotterdam Conservatory and the Dutch Society of Ethnomusicology.
- Kidd Pivot Performing Arts Society's Canadian tour of *"Lost Action"* an investigation into the metaphoric implications of movement and performance.

9 *This measure also applies to the first goal, and the objective of: "Enhanced recognition of BC arts and culture provincially, nationally and internationally".*

Measure Eight *(continued)*

- Les Productions Figlio's tour of "*The Invisible Life of Joseph Finch*" to the January 2008 Singapore Fringe Festival.
- The Morris and Helen Belkin Art Gallery's participation of four BC visual artists in the 16th Sydney Biennale from June to September, 2008. Belkin's Director, Scott Watson, was appointed the Canadian Commissioner for the 2008 Sydney Biennale and Watson chose seven Canadian artists as official representatives at the event, four of which were BC artists: Tim Lee, Geoffrey Farmer, Brian Jungen and Rodney Graham.
- Musica Intima's tour to Quebec in February 2008.
- Ballet British Columbia's tour of a mixed program to Whitehorse, Banff, Sherwood Park, and Grand Prairie.
- Suddenly Dance Theatre's performance in three festivals in South Korea in late July/early August 2008, with a return to Korea in November 2008 to perform with the Korean Contemporary Dance Company.
- The Orchid Ensemble's tours to Massachusetts, Connecticut, New Hampshire, Washington State, New Mexico, and Arizona between October, 2007 and February, 2008. The ensemble performed in college and public venues, and with numerous lecture demonstrations on a range of topics and also took part in four choral residencies where they will rehearse and perform specially commissioned new works by Ya-Wen Wang, Matthew Tran Adams and Lan Tung.
- The Vancouver Community Gamelan Society's participation in the Yogyakarta Gamelan Festival, Indonesia in July 2007.

Importance of this measure

This measure reflects the opportunities for artists and arts organizations to develop markets and to represent British Columbia nationally and internationally.

Performance highlights and expectations

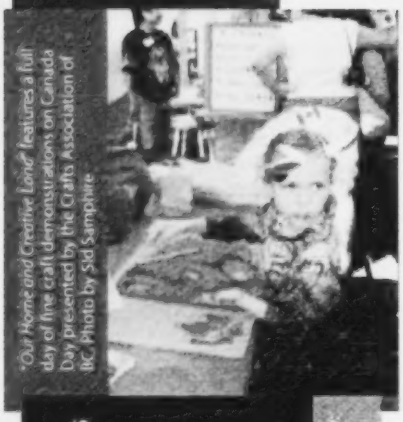
As a new measure for the Council, the information profiled above will be used as a baseline on which to compare future years. As shown for this single fiscal year's snapshot, the majority of touring activity is centered in North America and Europe, closely followed by Asia.

Key considerations

Some touring initiatives travelled to more than one continent during this past fiscal year.

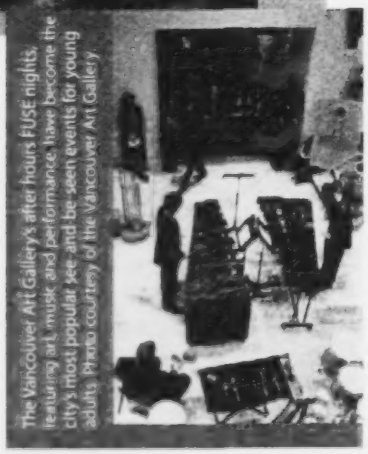
Goal 3

Opportunities to participate in arts and cultural activities are available throughout the province



'Our Home and Creative Land' features a full day of live craft demonstrations on Canada Day presented by the Crafts Association of BC. Photo by Sid Samphire.

Dance Allsorts presents Wen Wei Dance Company. Photo by Harry Brewster.



The Vancouver Art Gallery's after hours FUSE nights, featuring art, music and performance, have become the city's most popular see-and-be-seen events for young adults. Photo courtesy of the Vancouver Art Gallery.

Objectives

1] Opportunities to participate exist in all communities across the province.

2] Opportunities to experience the arts and culture are available in British Columbia schools.

Strategies

- Broaden the engagement of residents in community based artistic and cultural activities.
- Develop and implement a communications strategy, including enhancements to the BC Arts Council website.
- Enhance the regional outreach of Council members and staff.
- Conduct regional meetings for the BC Arts Council to promote awareness of programs and opportunities throughout the province.
- Review the Artists in Education program, as a part of the broader evaluation of all touring programs.

Measures

9] Funds distributed by region.

10] Number of communities benefiting from BC Arts Council activity.

11] Audience size and publishing volumes for selected organizations.

12] Number and geographic distribution of community school tours and residency initiatives.

Targets

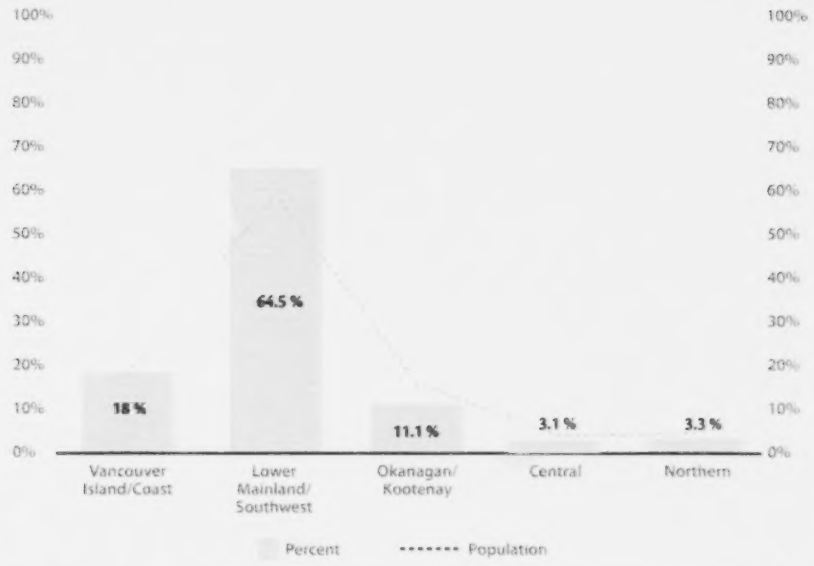
- Representative geographic distribution achieved.
- Representative geographic distribution achieved with communities and School Districts.
- Maintain:
  - 59 participating school districts
  - Involvement of 55 communities across BC in community concerts
  - 50 to 60 residencies in schools across BC

Goal 3

Opportunities to participate in arts and cultural activities are available throughout the province

Measure Nine

Funds distributed by region.



Data Source: Grant Tracking Management System (GTMS) database and Population Estimates by BC STATS, Service BC, BC Ministry of Labour and Citizens' Services

Importance of this measure

This measure describes the geographic distribution of awards, which is important because it reflects progress towards the Council's priority of ensuring access to arts and cultural opportunities throughout the province.

Performance highlights and expectations

Representative geographic distribution is being achieved in that the distribution of funds continues to closely track the population of major regions across British Columbia.

Key considerations

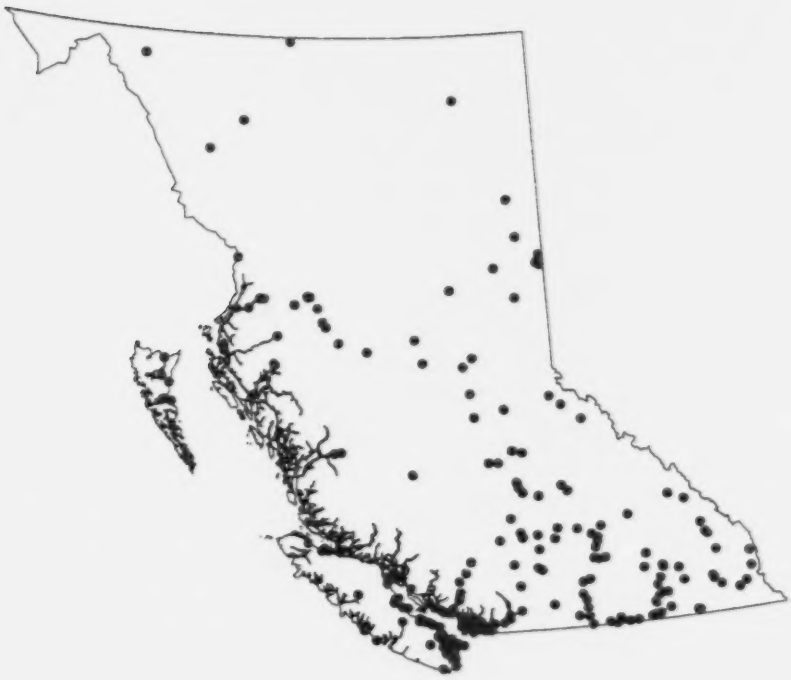
As noted earlier, the majority of artists in British Columbia reside in the Lower Mainland/Southwest and Vancouver Island/Coast regions of the province, which clearly plays a strong role in the distribution of funds by the BC Arts Council. Further influences on the presented results are beyond the control of the Council, including the closures of schools in some areas. An additional consideration in interpreting this information is that, while various arts organizations may be based within one region, travel throughout the province is part of their day-to-day operations. A few such organizations include the Green Thumb Theatre, Axis Theatre Company, Carousel Theatre, Vancouver Opera, Arts Club Theatre Company and Ballet British Columbia.

Opportunities to participate in arts and cultural activities are available throughout the province

Goal 3

Measure Ten

Number of communities benefiting from BC Arts Council activity.



Data Source: Grant Tracking Management System (GTMS) database and externally prepared spreadsheets

Importance of this measure

This measure provides a graphic representation of the reach of Council funded activities in the province in fiscal 2007/08. It reflects the commitment of the Council to ensure that opportunities to participate in arts and cultural programming are available throughout the province.

Performance highlights and expectations

A total of two hundred and sixteen communities were served by the BC Arts Council's activities in fiscal 2007/08. This is seven communities fewer than the previous year, indicating a fairly stable distribution of funds across the province.

Goal 3

Opportunities to participate in arts and cultural activities are available throughout the province

Measure Ten *(continued)*

Key considerations

The BC Arts Council is always trying to find ways to increase access throughout the province, and holds its regional meetings in various locations across British Columbia in order to increase the visibility and accessibility of the arts.

Communities Benefiting from BC Arts Council Activities 2007/08

- 100 Mile House
- 108 Mile Ranch
- 150 Mile House
- Abbotsford
- Agassiz
- Aldergrove
- Alert Bay
- Anmore
- Armstrong
- Ashcroft
- Atlin
- Bella Coola
- Black Creek
- Boston Bar
- Brackendale
- Bradner
- Brentwood Bay
- Bridge Lake
- Britannia Beach
- Burnaby
- Burns Lake
- Burton
- Cache Creek
- Campbell River
- Canal Flats
- Canyon
- Castlegar
- Cawston
- Chase
- Chemainus
- Chetwynd
- Chilliwack
- Christina Lake
- Clearbrook
- Clearwater
- Clinton
- Cobble Hill
- Coldstream
- Comox
- Coquitlam
- Courtenay
- Cowichan Bay
- Cranbrook
- Crawford Bay
- Crescent Valley
- Creston
- Cumberland
- Dawson Creek
- Dease Lake
- Delta
- Denman Island
- Dewdney
- Duncan
- Dunster
- Edgewater
- Elkford
- Enderby
- Erickson
- Errington
- Fernie
- Fort Langley
- Fort Nelson
- Fort St. James
- Fort St. John
- Fruitvale
- Gabriola Island
- Galiano Island
- Garibaldi Highland
- Gibsons
- Gitwinksihlkw
- Gold River
- Golden
- Grand Forks
- Greenville
- Greenwood
- Grindrod
- Hagensborg
- Haisla
- Halfmoon Bay
- Harrison Hot Springs
- Hartley Bay
- Hazelton
- Heffley Creek
- Heriot Bay
- Hixon
- Hope
- Hornby Island
- Horsefly
- Houston
- Invermere
- Jaffray
- Kamloops
- Kaslo
- Kelowna
- Keremeos
- Kimberley
- Kincolith
- Kitimat
- Kitkatla
- Kitwanga
- Lac La Hache
- Ladysmith
- Lake Cowichan
- Langley
- Lantzville
- Lazo
- Lillooet
- Logan Lake
- Lone Butte
- Lower Nicola
- Lower Post
- Lumby
- Lytton
- Mackenzie
- Madeira Park
- Mansons Landing
- Maple Ridge
- Marysville
- Masset
- Matsqui
- Mayne Island
- McBride
- Merritt
- Midway
- Mission
- Moricetown
- Nakusp
- Nanaimo
- Nanoose Bay
- Nelson
- New Aiyansh
- New Denver
- New Hazelton
- New Westminster
- North Saanich
- North Vancouver
- Okanagan Falls
- Oliver
- Osoyoos
- Parksville
- Pemberton
- Pender Island
- Penticton
- Pitt Meadows
- Port Alberni
- Port Clements
- Port Coquitlam
- Port Edward
- Port Hardy
- Port McNeill
- Port Moody
- Pouce Coupe
- Powell River
- Prespatou
- Prince George
- Prince Rupert
- Princeton
- Quathiaski Cove
- Queen Charlotte City
- Quesnel
- Revelstoke
- Richmond
- Roberts Creek
- Robson
- Rock Creek
- Rolla
- Rossland
- Royston
- Saanichton
- Salmo
- Salmon Arm
- Salt Spring Island
- Sandspit
- Savona
- Saturna Island
- Sechelt
- Shawnigan Lake
- Sicamous
- Sidney
- Silverton
- Skidegate
- Slocan
- Smithers
- Sointula
- Sooke
- South Hazelton
- South Slocan
- Sparwood
- Squamish
- Stewart
- Summerland
- Surrey
- Tatla Lake
- Telegraph Creek
- Telkwa
- Terrace
- Tlell
- Tofino
- Trail
- Tumbler Ridge
- Ucluelet
- Valemount
- Vancouver
- Vanderhoof
- Vaveniby
- Vernon
- Victoria
- Wells
- West Vancouver
- Westbank
- Whistler
- White Rock
- Williams Lake
- Willow River
- Windermere
- Winlaw

Opportunities to participate in arts and cultural activities are available throughout the province

Goal 3

Measure Eleven

Audience size and publishing volumes for selected organizations.

Audience Size

Based upon using a sample of four organizations per region, the attendance on a regional basis is:

Publishing Volumes

Total number of titles in print

Year	Number of Titles
2005	4,324
2006	5,113
2007	4,232

Data Source: Grant Tracking Management System (GTMS) database

Goal 3

Opportunities to participate in arts and cultural activities are available throughout the province

Measure Eleven *(continued)*

Importance of this measure

A strategic intention of the Council is to broaden the engagement of residents in community based artistic and cultural activities, as much as to foster an ever growing reach of art and cultural organizations. An indication that these aims are being advanced is the change in, and maintenance of, audience sizes along with publishing volumes in the province.

Performance highlights and expectations

As a new measure for the Council, the information profiled above will be used as a baseline to compare future years against. For publishing volumes, where multi-year data is available, the range in the number of titles in print is 4,230 to just over 5,110, with an average of 4,556 over the past three years.

Key considerations

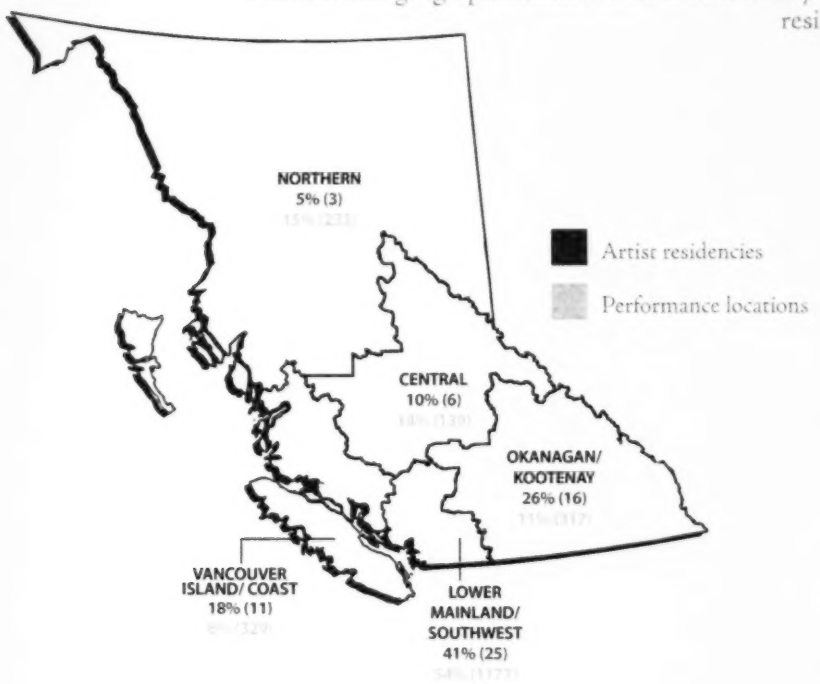
None to be reported for this measure.

Opportunities to participate in arts and cultural activities are available throughout the province

Goal 3

Measure Twelve

Number and geographic distribution of community school tours and residency initiatives.



Source: Artists in Education spreadsheets

Importance of this measure

This measure highlights the locations of performances and opportunities to participate in arts and cultural programs across British Columbia, which ties directly back to Objectives One (1) of this goal.

Performance highlights and expectations

There were **3,195** public school performances and **61** residencies in **197** communities through the Artists in Education program coupled with **468** performances in **54** communities through the Community Presenters Assistance Program.

The number of residencies exceeds the Council's target of 60. There were 60 participating school districts which also exceeds the target of 59. Across British Columbia, 54 communities were involved in community concerts which comes very close to meeting the Council's target of 55 communities.

Key considerations

None to be reported for this measure.

Goal 4

Administrative, evaluative and policy development processes are effective and efficient

Objectives

- An effective policy and program development process.
- Programs are accessible to organizations and individual artists province-wide.[10]
- Cost effective program administration.
- An equitable, transparent and accountable adjudication process.

Strategies

- Develop an evaluation framework to enable a review of existing program models and delivery methodologies.
- Manage third-party program delivery partnerships.
- Participate in the development of a national, shared database of client information.
- Maintain a technology platform for on-line access to BC Arts Council applications and program materials.
- Revise where necessary and publish Council policies and procedures online.
- Manage the costs associated with the administration of the BC Arts Council.
- Engage in organizational effectiveness and business process transformation reviews.
- Improve adjudication process by developing clear and transparent adjudication guidelines.

Measures

- Effectiveness of program reviews and management action taken in response.[11]
- Number and rate of appeals.
- Council administrative costs as a percentage of Council budget.[12]
- Average length of time to process funding submissions on an annual basis.

Targets

Less than 3% of all applications appealed

Administrative costs represent less than 10% of the Council's budget.

An average processing time of 14 to 16 weeks.

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10 The strategies as outlined in support of the first goal in this service plan also contribute towards the realization of this objective.

11 This measure represents a refinement of an earlier indicator, "annual number of programs evaluated".

12 This measure and associated targets will need to be reflective of the change that fiscal 2006/07 was the last year in which many of the administrative costs of Council's programs were borne by the Ministry of Tourism, Sport and the Arts.

Goal 4

Measure Thirteen

Effectiveness of program reviews and management action taken in response.[13]

During 2007/08, the Council continued consultation on the outcome of the review of music and theatre funding programs. The staff worked with both the Theatre and Music Advisory Committees as well as members of the arts communities to respond to the report's recommendations and create new program guidelines and application forms. In January 2008, the Council approved the new approach to Council's funding of music and theatre operating and project assistance.

Data Source: Council minutes

Importance of this measure

Regular program evaluations are necessary to ensure that the initiatives of the Council are responsive to the changing needs of the arts and cultural community. To this end, these evaluations inform Council's policies and budget distribution, and provide the Council with guidance when determining if changes need to be made.

Performance highlights and expectations

The Council has implemented recommendations from four major program reviews in fiscal 2007/08:

- Operating Assistance for Professional Music
- Project Assistance for Professional Music
- Operating Assistance for Professional Theatre
- Project Assistance for Professional Theatre

Five major program reviews were also commenced in fiscal 2007/08:

- Operating Assistance for Professional Dance Organizations
- Project Assistance for Professional Dance Organizations
- Operating Assistance Media Arts Organizations
- Professional Project Assistance - Media Arts Organizations
- Project Assistance for Media Artists

13 This measure represents a refinement of an earlier indicator, "annual number of programs evaluated."

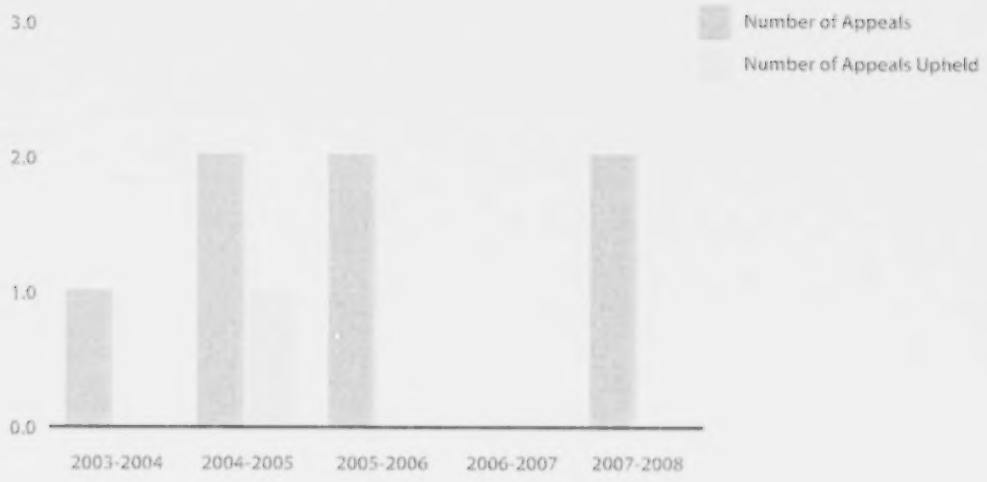
The BC Arts Council is modifying its format for the future conduct of such reviews, to further focus on issues of program relevance, rationale and strategic positioning. This will be reflected, in part, through the preparation of frameworks that describe the specific issues to be addressed in each of these areas including critical considerations as raised by community interests.

Goal 4

Measure Fourteen

Number and rate of appeals.

Over the last five fiscal years, the following number of appeals has been made in relation to decisions made by the BC Arts Council and its advisory committees:



Data Source: Grant Tracking Management System (GTMS) database

Importance of this measure:

This measure provides an indication of the extent to which BC Arts Council clients accept the outcomes of the adjudication process, and the extent to which the decisions of the Council are upheld.

Performance highlights and explanations:

Of 287 applications eligible for appeal, only two were appealed in fiscal 2007/2008. Appeal rates were 0.7% for the past year, which meets the target of "less than 3% of all applications appealed". The number of appeals compared to the volume of applications handled and the number of awards made, on a yearly basis, continues to be limited.

Data reliability:

The data reflects the number of appeals where advisory committees are used. Given the impossibility of re-creating the jury context, there are no appeals to jury programs.

Goal 4

Measure Fifteen

Council administrative costs as a percentage of Council budget. [14]

$1,284,915	$15,077,468

Administrative costs are 8.52% of the Council budget. Administrative costs, including staff salaries and benefits, information systems and office expenses, were either in full or in part previously accounted for in the Cultural Services Branch budget. This is the first year that all administrative costs (excluding building occupancy and work station charges) have been fully reflected in the Arts Council budget.

Data Source: Corporate Accounting System

Discussion of the measure

An indicator of efficiency and cost-effectiveness in the delivery of BC Arts Council programs is the ratio of administration costs to the overall Council budget.

Comparison to previous year's results

To reflect the shifting operational position of the Council within the Ministry of Tourism, Sport and the Arts, the target for this measure has been changed. Prior years reflected a target of "below 5% of all awards." Given the increased costs to the Council of covering all administrative costs (excluding building occupancy and work station charges) within its budget, the target has now been amended to be "less that 10% of all awards." For the fiscal year in question, the actual proportion of administrative costs to total budget for the Council falls well under this amended target.

Explanation of variance

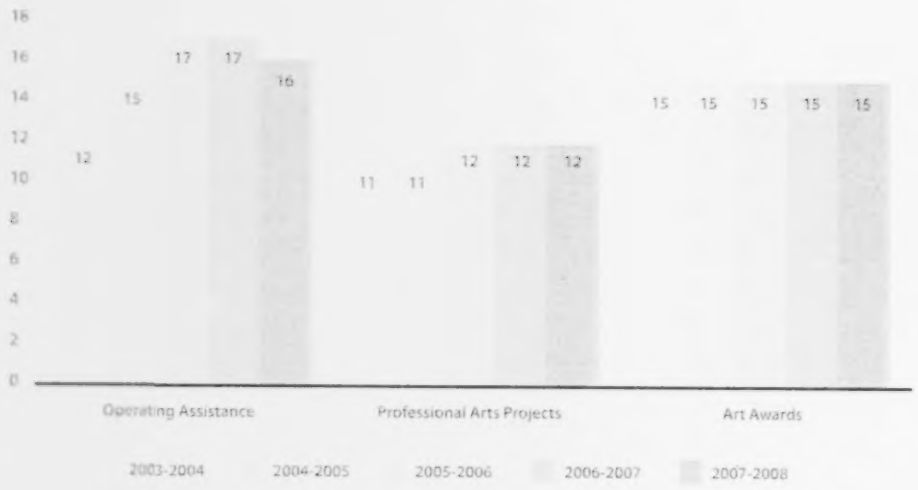
As alluded to above, the Cultural Services Branch was responsible, in previous years, for a portion of the BC Arts Council's administrative costs, including the costs of salaries of staff, information technology costs and business operations. This is the first year that all such administrative costs (excluding building occupancy and work station charges) have been a part of the BC Arts Council budget which also includes expenditures on Council meetings and for the services of adjudications.

14. This measure and associated targets will need to be reflective of the change (for fiscal 2006/07) and the last year in which many of the administrative costs of Council's programs were borne by the Ministry of Tourism, Sport and the Arts.

Goal 4

Measure Sixteen

Average length of time to process funding submissions on an annual basis.



Data Source: Grant Tracking Management System (GTMS) database

Importance of this measure

This performance measure demonstrates the Council's ability to respond to applications in a timely fashion. Trends across the years provide a good indication as to whether these processes are improving or are in need of further attention. This measure also recognizes that a clients perception of quality and efficient service is based, to a substantial degree, on the timeliness of decisions.

Performance highlights and challenges

The average processing time for all applications in 2007/2008 was 13.8 weeks. This is better than the target of a 14 to 16 week processing time, and also represents an improvement in comparison to last year's average of 14.6 weeks. The average length of time required to process professional arts project and art awards have remained constant, while operating assistance has decreased this year.

Corrections

None to be reported for this measure.

Stefano Guillanetti and Trevor Hinton in *The Boy Who Learned to Fly*. Photo courtesy of Kaleidescope Theatre. Barbara Pedrick Photography 2007

Financial Report

The BC Arts Council has met its budget allocations and targets and, since the Council does not receive revenues, forecasting is not an issue.

Financial accounting was managed by the Ministry of Tourism, Sport and the Arts and the expenditures of the BC Arts Council are included in the government's financial statements. A detailed breakdown of the BC Arts Council expenditures by program area, recipient organization and discipline is provided in Appendix A.

	2003 / 2004	2004 / 2005	2005 / 2006	2006 / 2007	2007 / 2008
Grants and Contributions					
Professional Arts Development	$8,735,205	$8,750,626	$9,989,035	$9,933,380[15]	$9,848,080
Community Arts Development	$823,347	$787,736	$1,406,816	$1,412,927	$1,564,240
Touring Programs	$464,476	$515,464	$678,653	$731,008	$668,850
Arts Awards - Individuals	$ 901,602	$ 874,071	$1,213,087	$1,262,879	$1,223,871
Publishing Programs			$460,917	$450,004[15]	$450,012
Administrative Costs	$190,901	$225,191	$237,970	$343,005	$1,284,915[16]
Strategic Initiatives Program	$110,000	$95,000	$133,945	$72,000	$37,500
Total Expenditures	$11,225,531	$11,248,088	$14,120,423	$14,205,203	$15,077,468

15 $6,000 of funds related to literary projects have been moved from Publishing Programs to Professional Arts Development, altering the numbers as they were shown in the Annual Report 2006-2007.
16 Administrative costs, either in full or in part, were previously accounted for in the Cultural Services Branch budget.

A440 Hz / Demonstration @ New Forms Festival 07. Location: Open Studios. Photo by Mario Glavacic

Corporate Governance

The BC Arts Council is responsible for providing support for arts and culture activity as well as opportunities for people to participate in the arts. The Council is comprised of up to fifteen members who are broadly representative of the various regions, the cultural diversity and the artistic communities of the province. The Lieutenant Governor in Council appoints members and designates the chair and the vice chair.

BC Arts Council Members

Chair, Donald M. Shumka - *Vancouver*
Vice-Chair, Alma Lee - *Vancouver*
Michael J. Audain - *Vancouver*
Marie Clements - *Galiano Island*
Jane Danzo - *Victoria*
Jackson Davies - *Vancouver*
Neelamjit Dhillon - *Coquitlam*
Salvador Ferreras - *Richmond*
Stephen Foster - *Kelowna*
Graham Kelsey - *Big Lake Ranch (Cariboo)*
Elizabeth MacRitchie - *Prince George*
David Ross - *Kamloops*
Marilyn Timms - *Courtenay*
Bill Usher - *Golden*
Karen Young - *Abbotsford*

BC Arts Council Staff

Su Cameron – *Coordinator, Finance and Administration*
Jennifer Collinson – *Secretary*
Sue Donaldson – *Coordinator, Visual Arts and Media Arts Programs*
Sarah Durno – *Senior Arts Policy and Program Advisor*
Linda Johnson – *Financial Clerk*
Monique Lacerte Roth – *Coordinator, Community Arts Development*
Jeremy Long – *Executive Director*
Vikki McDonald – *Branch Administrative Assistant*
Julie Poskitt – *Coordinator, Music & Dance*
Walter Quan – *Coordinator, Arts Awards Programs & Training Programs*
Ingmarie Thunander – *Assistant Program Development Coordinator and Interim Literary & Publishing Coordinator*
Gillian Wood – *Associate Director*

Council Member Biographies

Donald M. Shumka (Chair)
Vancouver
Donald Shumka is Managing Director of Raymond James Ltd., a major North American investment dealer. Prior to entering the investment industry in 1989, Shumka was Chief Financial Officer of West Fraser Timber Co. Ltd. He is Past President of the Board of Governors of Ballet British Columbia, a member of the Borrowing Advisory Committee of the University of British Columbia and a Governor of the Vancouver Public Library. He was chair of the Board of Governors of Emily Carr Institute of Art + Design 1989-1994 and a Governor 1986-1989. He is a graduate of the University of BC and holds a Masters Degree in Business Administration from Harvard University. He is married, and he and his wife Jane have four children. (Donald Shumka photo by Tallulah Photography)

Alma Lee (Vice Chair)
Vancouver
Alma Lee has been promoting Canadian literature for over 30 years since she moved to Canada from Edinburgh, Scotland in 1967. She was the founder of the Vancouver International Writers Festival and retired from her position as Artistic Director in 2005. Ms. Lee was recognized for her work in 2005 with an Honorary Degree of Letters from Simon Fraser University and was also inducted into the Order of Canada.

Michael J. Audain
Vancouver
Michael Audain, a member of the Order of British Columbia, is Chairman of Polygon Homes Ltd., one of British Columbia's leading home builders. Mr. Audain is also Chair of the Vancouver Art Gallery Foundation, the Audain Foundation for the Visual Arts in British Columbia, and the British Columbia Arts Renaissance Fund. He is also a trustee of the National Gallery of Canada, the Vancouver Art Gallery, and a director of the Business Council of British Columbia, and Business for the Arts. He has received the Edmund C. Bovey Award for leadership in the arts, the B.C. Museums Association Distinguished Service Award, and honorary doctorate degrees from Simon Fraser University and the Emily Carr Institute of Art + Design.

Marie Clements

Galiano Island

Marie Clements is an award-winning performer, playwright, screenwriter, director, producer and founding artistic director of Urban Ink Productions and Fathom Labs Highway. Her creative works, including Copper Thunderbird, Burning Vision, The Unnatural and Accidental Women, and Urban Tattoo have been presented on some of the most prestigious stages for Canadian and International theatre and film and have garnered numerous awards. She has been involved in the development of over seventy productions of new work in a variety of mediums including theatre, performance, film, multi-media, radio and television.

Jane Danzo

Victoria

Born in Kingston, Ontario, Jane Danzo was educated at Queens University. After teaching at the secondary and post secondary school levels in Eastern Ontario, she moved to Victoria where she has been in community service for more than 25 years. During this time, she served as a director of, or as an advisor to, governing boards in the education, health and arts sectors of Greater Victoria. Jane is the immediate past President of Pacific Opera Victoria, where she was the President for six years and a director for eleven years. During her Presidency, she was also a governor of the POV Foundation. Currently, she is a member of the Advisory Committee to the Vancouver Foundation for the BC Arts Renaissance Fund and the Medici Fund. Married, she and her husband, Danilo, have one daughter.

Jackson Davies

Vancouver

Jackson Davies has acted on major theatre stages across Canada and has acted, written and produced well over 300 television productions. He is best known for his 16-year role as Constable John Constable in CBC's longest running TV series The Beachcombers. An inductee to the BC Entertainment Hall of Fame, Jackson is one of only two Canadians to have been declared Honourary RCMP Sergeants. He also plays right wing for the NHL's Vancouver Canuck Alumni and is on the Faculty of Capilano College Stage and Screen program.

Neelamjit Dhillon

Coquitlam

Neelamjit Dhillon is a professional musician equally versed in both Eastern and Western traditions. He studied saxophone in BC and upon graduation from UBC, received a Canada Council grant to study the Tabla at the Ustad Allarakha Institute of Music in Mumbai. The Tabla is Neelamjit's first instrument and he studies under the tutelage of world-renowned maestro Ustad Zakir Hussain. Neelamjit has had the fortunate opportunity to work with some of the great names in jazz such as Bob Mintzer, Kurt Elling, Nenna Freelon and Cedar Walton and some of India's finest such as Louiz Banks, Fazal Qureshi, Rakesh Chaurassia and Taufiq Qureshi.

Salvador Ferreras

Richmond

Percussionist first and foremost but also a dedicated music educator and producer, Salvador Ferreras has collaborated in almost every musical genre on the Canadian music scene. Over the last few years his touring engagements have taken him to the Czech Republic, Germany, Portugal, Taiwan and the United States.

He is Artistic Director of the Listen Up Festival at the Vancouver East Cultural Centre and of the very successful Literary Cabaret at the Vancouver International Writers Festival. On the academic front, he is the Dean of the Vancouver Community College School of Music. Sal earned a PhD in Ethnomusicology from the University of British Columbia in 2005.

He was appointed to the British Columbia Arts Council in 2002 and is a regular advisor on cultural policy with various organizations in Canada.
In November 2003 he was inducted into the British Columbia Entertainment Hall of Fame. In May 2005, Sal was awarded the Willan Prize, for outstanding contributions to choral music in British Columbia.

Sal is the former Principal Percussionist of the CBC Radio Orchestra, and tours with his Persian based trio Safa, and the Latin American chamber group The Southern Cross Quintet. His solo and collaborative work is heard regularly on national radio as performer, host and commentator on contemporary classical, traditional, and Latin American music. He has performed on a variety of highly acclaimed recordings ranging from rock to classical music with such artists as the CBC Radio Orchestra, Viveza, Chicago, k.d.lang, Robbie Robertson and Raffi. He has released three solo recordings: To Drive in L.A. (1986), Invisible Minority (1994), Woodcuts (2001) and a well received trio recording with Safa (2002).

Green Thumb Theatre – school tour *Tree Boy* by Michele Riml. With (left to right) Daryl King and Josh Drebit. Photo by Andy Price.

Stephen Foster

Kelowna

Stephen Foster is a media artist with both national and international exhibitions. He currently works as an Associate Professor in Creative Studies at UBC - Okanagan. He has also held teaching positions at Okanagan University College and at York University in Toronto, Canada. Stephen has his Master of Fine Arts (Visual Arts and Interdisciplinary Fine Arts) and Bachelor of Fine Arts from York University. He has received numerous research and equivalent grants and has participated in various scholarly, professional and service activities. Stephen has also been active with Artist Run Galleries and Media Arts Centres fulfilling various board positions. Recently, he consulted at the Summit on Creative Economy with the Ministry of Tourism, Sport and the Arts.

Graham Kelsey

Big Lake Ranch (Cariboo)

Graham Kelsey is Professor Emeritus of Educational Studies at the University of British Columbia. His research interests include administrator evaluation, problem formulation and the management of public and not-for-profit agencies. He has been a frequent consultant to school boards and to not-for-profit boards in the arts and culture sector. He has served as Vice President of the Canadian Society for the Study of Education and the Social Science Federation of Canada. He holds a University Teaching Prize and the Distinguished Service Award of the Canadian Association for the Study of Educational Administration. He has also narrated and directed award-winning museum audiotape guides.

Epix Studios, Vancouver Symphony Orchestra and Bach Choir. Photo courtesy of the Vancouver Symphony Orchestra. Photo by Jonathon Vaughn.

Elizabeth MacRitchie

Prince George

Elizabeth MacRitchie received her Bachelor of Science in Rehabilitation Medicine from UBC in 1970 working as a physiotherapist in Vancouver, Montreal and Prince George. For over twenty-five years she has worked enthusiastically with many community arts and sports organizations. Currently she is the immediate past president of the Prince George Community Foundation, remaining active on the board, chairing the Fund Development Committee. Prior to her work with the Community Foundation, Elizabeth was a board member of the Northern Family Health Association, the Prince George Music School, and the B.C. Association of Performing Arts Festivals – an annual provincial level event for top young performers of music, dance, speech arts and drama. Elizabeth has co-chaired the annual Terry Fox Run for Cancer Research for the Prince George community run and assisted with School District 57 school runs for many years. Cross Country and downhill skiing, long distance biking and running are her current passions, volunteering with the Caledonia Nordic Ski Club and as an instructor with the Disabled Skiers Association. Music is an important part of Elizabeth's life, as pianist for several school choirs and operetta productions as well as singing with the Cantata Choir. She is a past president of the Prince George and District Music Festival and volunteers in many capacities with the Prince George Symphony Orchestra including chairing their Strauss Ball events.

David Ross

Kamloops

David Ross has been the Artistic Producer of Western Canada Theatre for twenty-three years, and has served WCT and other companies as actor, director, musician, dramaturge and sound designer while performing in theatres from St. John's, Newfoundland to Victoria, and in England, Ireland, Wales and Mexico. He has produced over 160 plays while with WCT, doubling the size of the company, building a second theatre, the Pavilion, and has co-produced with many companies in BC, Alberta, and the National Arts Centre. His recent directing credits include the world premieres of The Dreamer's Quest, Ernestine Shuswap Gets Her Trout and Scandal: The Robert Sommers Story. Some of his favourite roles in recent years include Douglas in Ethan Claymore, Mushnik in Little Shop of Horrors, Robert in Proof, and Angus in The Drawer Boy. David also appears in the feature film Deepwater shot in and around Clearwater, and has just been reappointed to the BC Arts Council for a second three-year term.

Marilyn Timms

Courtenay

Marilyn Timms is a full time working artist who shows her own work along with other Island artists in her downtown Courtenay art gallery. She works in watercolours and acrylics and has been honing her craft for over 30 years. A well respected workshop instructor, Marilyn travels extensively sharing her skills, jurying exhibitions and lecturing. She was awarded the Barse Miller Memorial Award at the American Watercolour Society's 136th International Exhibition in 2003. She has had her paintings accepted into the Societe Canadienne de l'Aquarelle Annual Watercolour Exhibition, the Canadian Society for Painters in Watercolours OPEN WATER exhibition and many others. Marilyn was awarded full signature membership in the Federation of Canadian Artists in 1993 and maintains this status and in 2005, she attained full signature membership in the Society of Canadian Artists.

Bill Usher

Golden

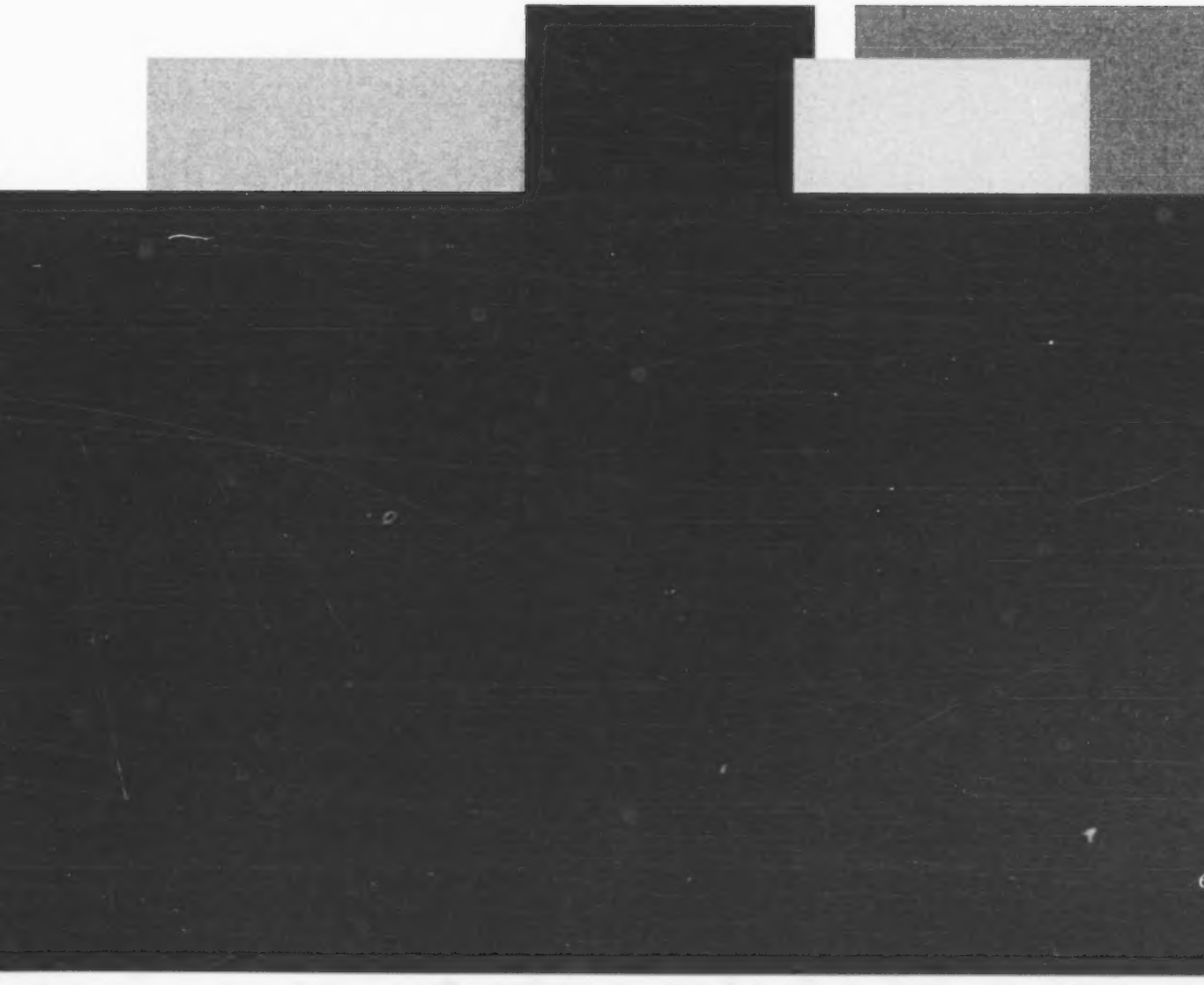
Bill Usher is a senior artist/arts consultant who moved from Toronto in 2002. Throughout his 40-year career as a musician, actor, playwright, and producer, he has received numerous awards including three Juno Awards. He is currently the Executive Director for Kicking Horse Culture in Golden, Vice Chair of the Columbia Kootenay Cultural Alliance, a board member of ArtStarts in Schools and a consultant to 2010 Legacies Now and BC Touring Council.

Karen Young

Abbotsford

Karen Young is President and Founder of CTC Changes Training Centre, a private business college. CTC grew from Karen's passion to help others succeed, and combined her SFU Publishing Diploma with several years of business and marketing experience to benefit students. Believing in healthy community and in the Arts, Karen serves as Vice-Chair of the Abbotsford Arts and Heritage Advisory Committee, and is Past President of the Abbotsford Symphony Orchestra Society. She has served on Boards such as the Abbotsford Chamber of Commerce (Past President), the Fraser Health Authority's Campaign for Healthcare Excellence, and the Rotary Club of Abbotsford-Matsqui. She has worked with volunteer Boards of Directors to develop their Organizations through the United Way FV. Karen was honored in 1999 with Woman of the Year: Leadership category, by the Business and Professional Woman's Association Fraser Valley.

Appendix A
Awards Listings



Appendix A in its entirety is available online at www.bcartscouncil.ca.

Printed copies are available on request. You can contact the British Columbia Arts Council by calling (250) 356-1718 or sending written requests to:

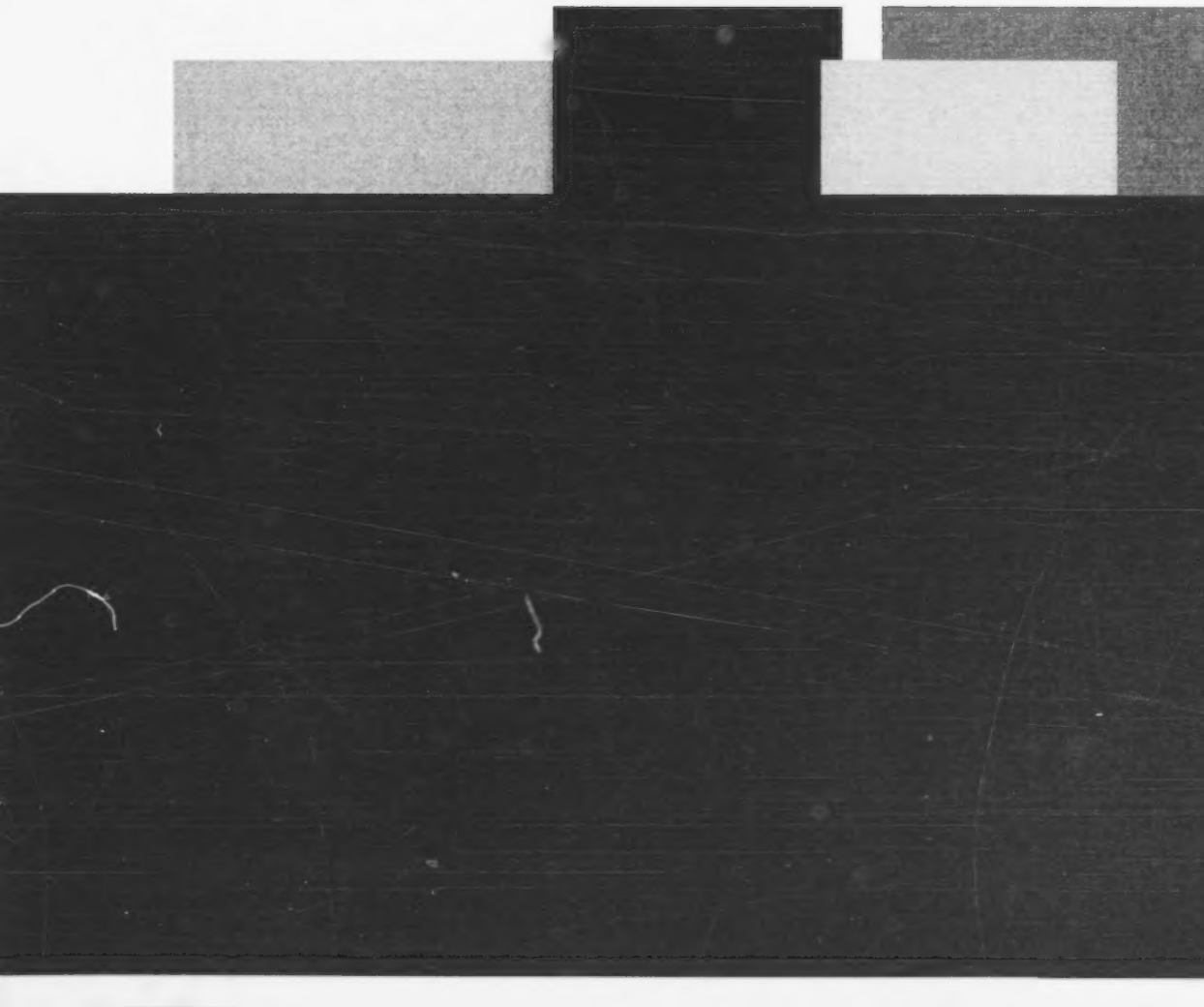
British Columbia Arts Council
1st Floor, 800 Johnson Street
Victoria, BC V8W 1N3

or

bcartscouncil@gov.bc.ca

Two Rivers Gallery Opening Reception for Chris Reid's *The Good, the Bad and the Bunny*. Visitors explore Chris Reid's exhibition after her Artist's Talk. February 2008. Photo by Maddy Laberge.

Appendix B
Advisors and Jurors Listing



Theatre

Green, Alison
Ferguson, Alex
Hall, Craig
Linds, Brian
Macdonald, Shawn
Mackey, John
MacLeod, Joan
McDonald, Patrick
Niwinski, Alice
Shrock, Estelle
Sparrow, Quelemia
Young, Jonathon

total = 12

Media Arts

Bond, A.J.
Crompton, David
Dawson, Deb
Jack, Tracey
Kezim, Mitchell
Knox, Jan
Kwan, Vanessa
Manly, Paul
McIntosh, Shelley
Neel, Travis
Pandora, Passa
Pechawis, Archer
Reinhardt, Jeanette
Takashima, Yoko

total = 14

Literary and Publishing

Davidson, Jane
Farrant, M.A.C.
Kanagawa, Hiro
Lumsbury, Greg
Maurer, Rolf
Munro, Patricia Jane
Nickerson, Billeh
Rogers, Janet
Smith, Ron
Tate, Niki
Van Camp, Richard
Whitney, Paul
Wiersema, Robert J.

total = 13

Museums and Visual Arts

Assu, Sonny
Borsos, Jeremy
Boulet, Roger
Clark, Tamson
Clausen, Kirsten
Curry, Gwen
Fedorak, Lisa
Jorgensen, Flemming
Luna, John
Morin, Peter
Newman, Victor
Paul, Dionne
Sawchyn, Linda
Shier, Reid
Shinkai, Miyuki

total = 15

Music

Dhillon, Neelamjit
Edwards, Wolf
Enns, David
Grdina, Gordon
Hendsbee, Blaine
Hostman, Anna
Jannohamed, Hussein
Lavallee, Wayne
Leggatt, Jackie
Morlock, Jocelyn
Rhodes, Kate
Roessingh, Karel
Turgeon, Teresa
Wright, James W

total = 14

Dance

Chung, Jung-ah
Alexandrowicz, Conrad
Campbell, Robyn
Cooke, Constance
Hamar, Lori
Ravensbergen, Lisa
Tolentino, Alvin
Zelina, Jonathan

total = 8

Community Arts Development

Clover, Dr. Darlene
Carter, Elizabeth
Chai, Camyar
Dang, Steven R
Hunter, Terry
Lamb-Yorski, Monica
Murr, Justin
Patterson, Krista

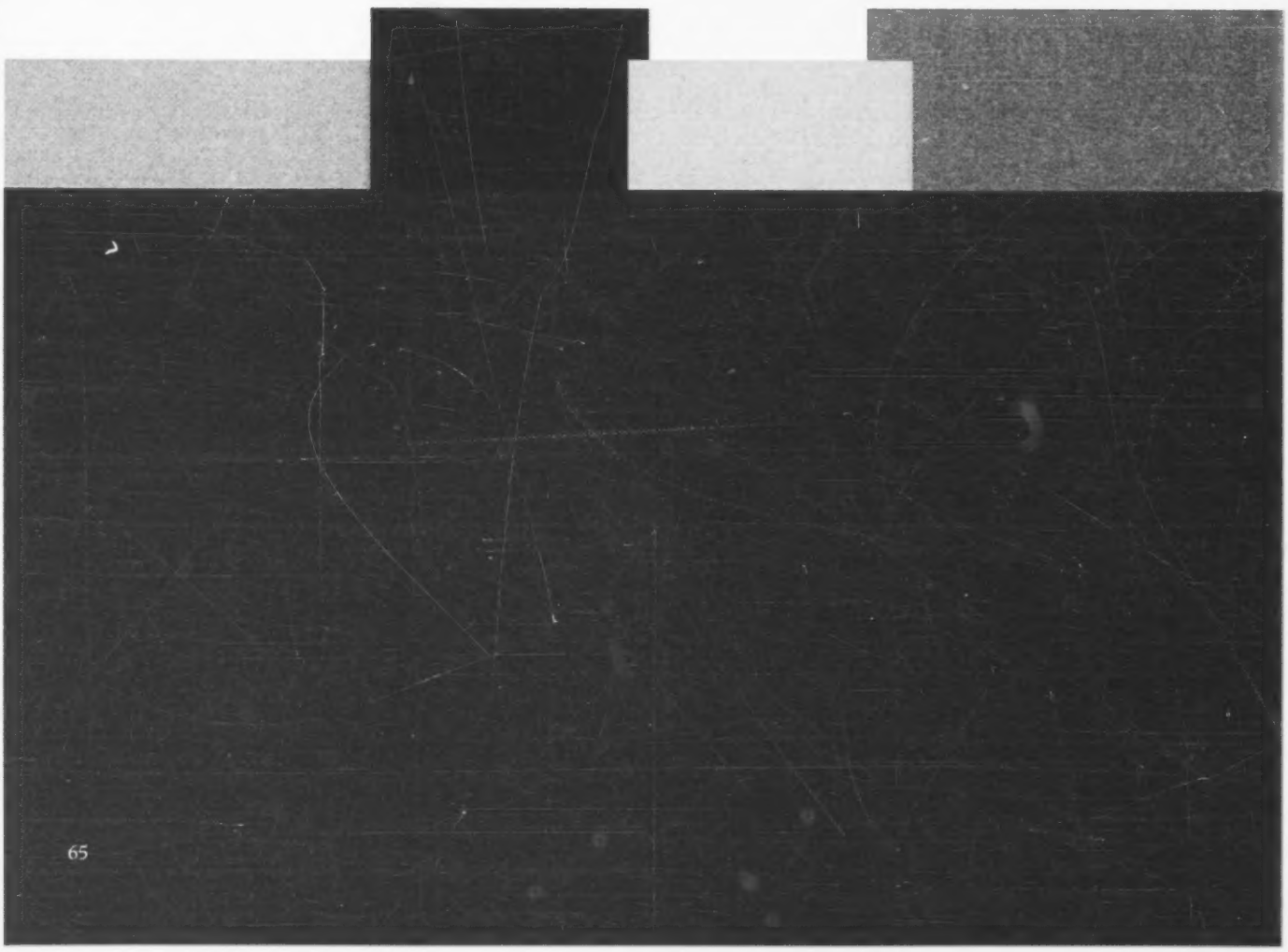
total = 8

Multi Disciplinary

Branter, David
Burnstick, Jason
Campbell, Peg
Case, Ian
Courts, Caroline
Donnelly, Denis
Dubois, Jason
Finlay, Joanne
George, Sean
Glover, Anne
Heyman, Jane
Hi...on, Joyce
Holmes, Karen
Jamal, Sherazad
Kallio, Gwen
Moats, Helen
Napoleon, Art
Newton, Elizabeth
Straathof, Sharon
Surette, Roy

total = 20

Appendix C
Organizational and Funding Process Summary



British Columbia Arts Council

The British Columbia Arts Council is an agency established by the Provincial Government, under the Arts Council Act, to provide:

- support for the arts and cultural community in British Columbia;
- an opportunity for people to participate in the arts; and
- an open, accountable and impartially administered process for managing provincial funds.

In performing its duties, the British Columbia Arts Council must:

- consult with artists, arts and cultural organizations, governments, and other interested communities;
- allocate the money dedicated annually for the Council by the Legislature; and
- support arts and culture in British Columbia through the following:
    - public education, research and advocacy;
    - awarding grants; and
    - the production and distribution of information on the Council and arts and culture in British Columbia.

The Role of the BC Arts Council

The BC Arts Council is responsible for:

- ensuring the complete and orderly management of all BC Arts Council programs;
- consulting with arts organizations, individuals and government agencies to exchange information pertaining to programs, guidelines, and Council policy;
- preparing regular reports on the effectiveness of programs and policies, needs of the arts community and administrative procedures; and
- coordinating all British Columbia Arts Council activities.

Development of Program Guidelines

The guidelines outlined in individual program descriptions have been developed through consultation with individuals and organizations in the arts and cultural community, along with recommendations from the BC Arts Council and its Advisory Committees. Program guidelines and eligibility criteria are regularly reviewed and updated. Programs are subject to revision, suspension or cancellation without notice. While program guidelines are not intended to limit the applicant's creativity, they do indicate the general priorities and goals of the awards programs.

Application Policies and Procedures

Application Procedure

All applicants must contact the appropriate Program Coordinator prior to making application.

Applications must be made on the forms provided. Additional application requirements are specific to each program and must be submitted according to program guidelines, which are available from the Council. The Council is not responsible for the loss or damage of supporting materials submitted with applications.

Applications will not be accepted retroactively. Any major changes in budgets and/or projects, after an application has been submitted, must be provided in writing and discussed with the appropriate Program Coordinator.

Applicant organizations may be required to submit an audited financial statement. Applicants must allow staff, BC Arts Council members, advisors or authorized assessors reasonable access to view the applicants' facilities, work, program or project funded.

Assessment Process

Each application received is first registered and then assigned to the Program Coordinator responsible for ensuring the application meets eligibility criteria for the program in question. Following preparation by the Program Coordinator, each application is presented for adjudication to a minimum of one of the following bodies:

- an independent peer jury;
- an Advisory Committee for the applicable discipline;
- the Management Committee; and
- the BC Arts Council.

Awards are considered by the BC Arts Council at one of several meetings held annually.

Awards Decisions and Notification

Applicants are notified of decisions in writing following the review process, which may require up to 16 weeks or more after the deadline. All applicants will be notified of the award decisions by letter. Applicants receiving an award must fulfill any terms or conditions determined during the adjudication process. The BC Arts Council will notify applicants of any terms and conditions related to award payment schedules. Awards are not necessarily at the maximum level of support available.

Appeals Process

Operating award decisions may be appealed. Notice of appeal must be filed with the BC Arts Council within 30 days of the decision announcement. Appeals must be based on significant new information that was unavailable at the time of the original evaluation. Juried arts awards decisions are not subject to appeal.

Acknowledgement of Awards

Recipients acknowledge the support of the BC Arts Council and the Province in all promotional materials. This includes media releases, advertisements, posters, programs and other promotional materials. Examples of camera-ready formats along with usage guidelines are provided. Recipients may also obtain the logo in a variety of formats on our website at www.bcartscouncil.ca. The logo should be used on posters, brochures, print ads and programs and used when possible on media releases and signage related to the funded project.

Appendix D
Report on Changed Measures

This section includes reporting on any measures which have been dropped during the process of revising the 2007/08 – 2009/10 Service Plan for 2008/09 – 2010/11. Objectives, Strategies or Measures reported in this section are only those which have been changed, dropped or created since the 2007/08 – 2009/10 Service Plan.

New Measures

Measure one: Juror representation by discipline and region[17]. Reported on page 17.

Measure Three: Average value of awards by category. Reported on page 23.

Measure Four: Number of applications from emerging artists. Reported on page 24.

Measure Six: Estimated socioeconomic impact of BC Arts Council investments in selected events and festivals. Reported on page 29.

Measure Eight: Rate of growth and geographic distribution in number of touring initiatives supported.[18] Reported on page 33.

Measure Eleven: Audience size and publishing volumes for selected organizations. Reported on page 40.

Measure Thirteen: Effectiveness of program reviews and management action taken in response.[19] Reported on page 45.

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17. This measure is a combination of two indicators previously referenced in the fiscal 2007–08/2009–10 service plan: namely, "level of representation of artistic disciplines compared to the distribution of disciplines within Council applicants" and "level of employment of professional expertise by region".

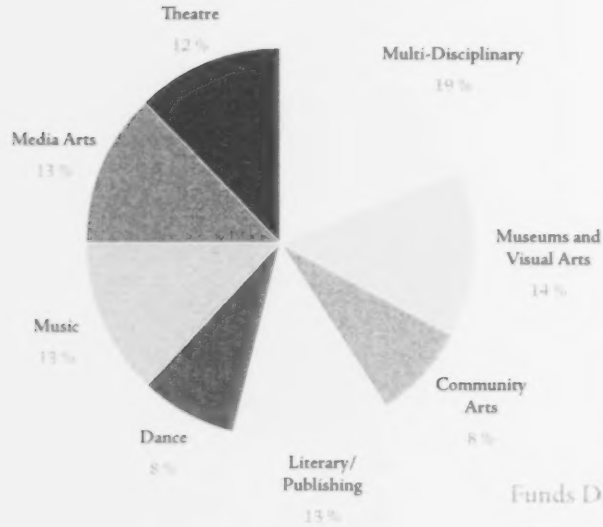
18. This measure also applies to the first goal, and the objective of, "Enhanced recognition of BC arts and culture provincially, nationally and internationally".

19. This measure represents a refinement of an earlier indicator, "annual number of programs evaluated".

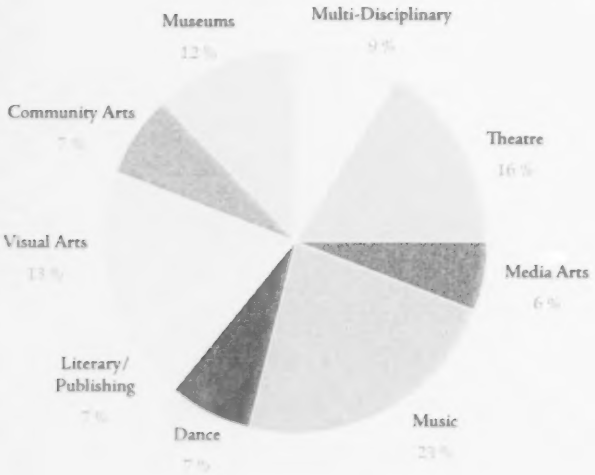
Dropped and Replaced Measures

Measure: Level of representation of artistic disciplines compared to the distribution of disciplines within Council applicants

Advisors and Jurors by Discipline



Funds Distributed by Discipline



Reason for Change:

This measure was combined with "level of engagement of professional expertise by region" to form the current measure one, "Juror representation by discipline and region" (see page 17).

Measure: Percentage change in requests for funding of new art forms and cultural traditions (including diverse collaborations and unincorporated musical ensembles).

In 2005/2006, provision for the support of unincorporated musical ensembles (please see below) was initiated through the Professional Music Projects program. In that year, 2 ensembles applied for funding. In 2006/2007, 3 ensembles applied for funding, showing a very slight increase. In 2007/2008, 3 ensembles applied for funding, remaining constant.

The number of applicants for funding through the diverse collaborations component of the Community Presenters' Assistance program increased in 2008 to 8 applicants. In the previous fiscal year, 6 diverse collaborations applied for funding, and in 2005/2006 there were 8 applications.

Reason for Change:

This measure was dropped from the 2008/2009 – 2010/2011 Service Plan based upon further consideration of its appropriateness and relevance as an indicator.

Measure: Rate of growth in number of touring initiatives supported.

In fiscal 2007/2008, the BC Arts Council contributed **$108,500** to assist **14** artists and arts organizations to participate in national and international events and to develop touring markets. This is a reduction over the previous fiscal year.

Fiscal Year	# of artists or arts organizations supported	Dollars
2007/08	14	$108,500
2006/07	29	$203,000
2005/06	20	$150,000

Data Source: Grant Tracking Management System (GTMS) database

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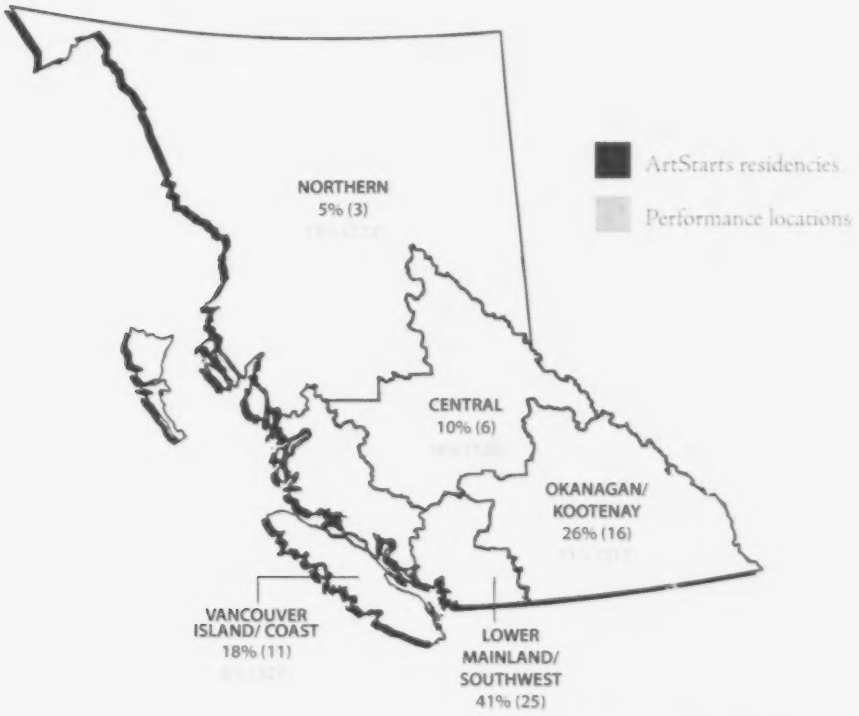
Reason for Change:

This measure was dropped from the 2008/2009 – 2010/2011 Service Plan based upon further consideration of its appropriateness and relevance as an indicator. A revised version is now listed as **measure eight** as "Rate of growth and geographic distribution in number of touring initiatives supported" (see page 33).

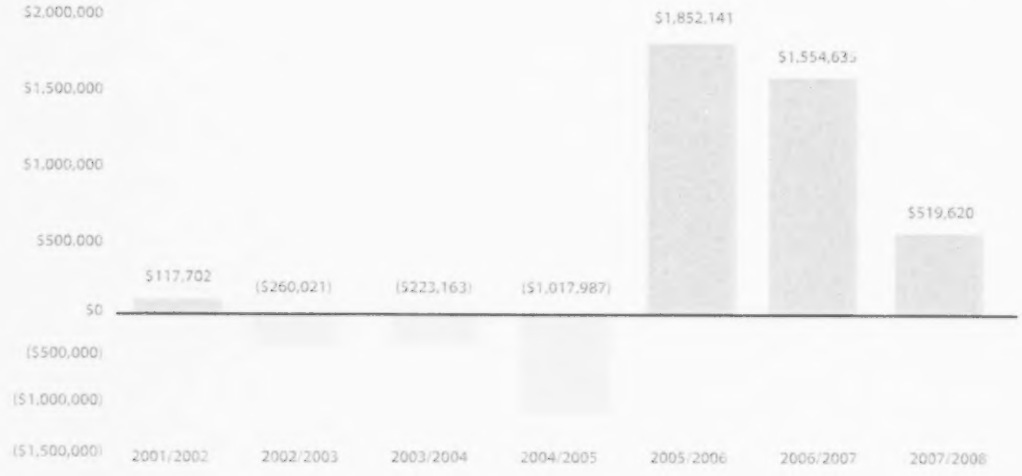
Measure: Number and geographic distribution of community school tours and residency initiatives.



Reason for Change:

This information was relocated as measure twelve (see page 42).

Measure: Financial health of arts and cultural organizations (change in total net financial position for sampled organizations).



Data Source: Financial Statements of sampled organizations

Reason for Change:

This measure was dropped from the 2008/2009 – 2010/2011 Service Plan based upon further consideration of its appropriateness and relevance as an indicator. A revised version is now listed as **measure five**." Financial health of arts and cultural organizations (change in net equity, or total assets and liabilities for sampled organizations)" (see page 27).

Measure: Estimated socio-economic impact of a sample of Council applicants.

A 2006 socio-economic impact assessment based on a survey of 357 organizations which applied for Council grants indicates that the Provincial investment of over $9.5 million in the programs of the Council generates over $164 million in direct economic impacts, and over $93 million in indirect and induced impacts. Total government revenues realized as a result of this level of economic activity are more than $34 million.[20]

The study was based on an econometric analysis of a sample of 357 arts and cultural organizations which were funded by the Council in 2003/04. "Direct" impact is the revenue generated from Council investment (i.e. client budgets). "Indirect" and "induced" impacts refer to the additional revenues generated when people attend arts events, and to the taxes returned to the Provincial Government as a result of that spending.

Reason for Change:

This measure was revised in the 2008/2009 – 2010/2011 Service Plan and is now listed as **measure six**: " Estimated socioeconomic impact of BC Arts Council investments in selected events and festivals" (see page 29).

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20 *"Direct" impact is the revenue generated from Council investment (i.e. client budgets). "Indirect" and "induced" impacts refer to the additional revenues generated when people attend arts events, and to the taxes returned to the Provincial Government as a result of that spending.*

Measure: Annual number of programs evaluated.

The Council has implemented recommendations from four major program reviews in 2007/08:

- Operating Assistance for Professional Music
- Project Assistance for Professional Music
- Operating Assistance for Professional Theatre
- Project Assistance for Professional Theatre

Five major program reviews were commenced in 2007/08:

- Assistance for Professional Dance Organizations
- Assistance for Professional Dance Organizations
- Operating Assistance Media Arts Organizations
- Professional Project Assistance - Media Arts Organizations
- Project Assistance for Media Artists

Reason for Change:

This measure was revised in the 2008/2009 – 2010/2011 Service Plan and is now listed as **measure thirteen**."Effectiveness of program reviews and management action taken in response" (see page 45).

Measure: Council administrative costs as a percentage of awards

Fiscal Year	Total Awards	Total Admin Costs	Admin Costs as a % of Awards
2000/2001	$14,522,043	$181,860	1.3%
2001/2002	$11,204,306	$167,568	1.5%
2002/2003	$11,067,599	$211,448	1.9%
2003/2004	$11,034,630	$190,901	1.7%
2004/2005	$11,022,897	$225,191	2.0%
2005/2006	$13,882,453	$237,970	1.7%
2006/2007	$13,862,198	$343,005	2.5%
2007/2008	$13,792,553	$1,284,915[21]	9.3%

Data Source: C.A.S and Grant Tracking Management System (GTMS) database

Reason for Change:

This measure was revised in the 2008/2009 – 2010/2011 Service Plan and is now listed as **measure fifteen**."Council administrative costs as a percentage of Council budget" (see page 48).

21 Administrative costs, either in full or in part, were previously accounted for in the Cultural Services Branch budget.

Measure: Percentage of current operating and project grant applications available for electronic submissions.

94 percent of Council programs are available on-line for clients to submit applications for funding. Block Funding for Book Publishers and Project Funding for Book Publishers are the only programs not available electronically. In the past fiscal year, seventeen percent of all applications were submitted electronically. The number of applicants using the on-line resources remains constant (the total was seventeen percent in 2006-2007).

Data Source: Online System

Reason for Change:

This measure was dropped from the 2008/2009 – 2010/2011 Service Plan based upon further consideration of its appropriateness and relevance as an indicator.

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